

How to manage Organization and

# Corporate communication

Vijay Malhotra

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## **Abstract**

The corporate communication is usually driven by other disciplinary concerns than the field of organizational communication. However, its particular mind-set focusing on wholeness and consistency in corporate messages increasingly power the domain of modern organizational communication as well. Research on corporate communication is a platform for highlighting crucial intersections with select research traditions in organizational communication to argue for a greater integration areas of research. Corporate communication research and show how these dimensions interact in organizational and communication analysis. Corporate Communication is a very interesting and useful in this modern era. Essentially communication involves public and private sectors and ways of communicating with a huge number of people. The aim of this book is to innovation and easy to manage organization and corporate communication, the way such relationships relate to the internal & external communication of brand trust. Organization and Corporate Communication involved these activities are Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting. Planning to connect in a set of activities planned to work out in wide outline the things that need to be done and the methods for doing them to achieve the purposes set for the venture. Organizing to public or private sector, management must create a prescribed structure of influence through which work subdivisions are approved, defined, and coordinated for the defined objectives. Staffing to organizations require people to perform at work. Both sectors are concerned with the whole personnel function of bringing in and training the staff and maintaining favorable situation of work. Directing to both settings are also concerned with the continuous task of making decisions and embodying them in specific and general orders and directions and serving as the leader of the venture. Coordinating to public and private sector are concerned with the all-important duty of in terrelating the various parts of the work. Reporting to communication is essential to any enterprise. Management must keep those to whom they are responsible informed as to what is going on, which includes keeping themselves and their subordinates informed through records, research, and inspection. Budgeting is concerned with obtaining financing to promote their programs' survival and maximum impact. Our work provides some fundamental insights into the how to manage organization and corporate communication the provision of useful messages to users in participatory media through a multi-disciplinary approach. The result is a framework that efficiently and effectively delivers information to people in remote corners of the world.

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# **Corporate Communications and its Form**

- Introduction of Organizational and Corporate Communication
- Principles of Corporate Communication
- How to Manage Corporate Communication
- The Power of Corporate Communication
- The Importance of Communication in the Corporate World
- Team Building on Corporate Communications

## **Introduction of Organizational and Corporate Communication**

Organizational and Corporate communication is essentially the practice of conveying information among the elements of an organizational environment. Exclusive communication environment when compared to other communication situations, organizational communication is best understood when considering the distinct aspects and challenges presented when communicating throughout the levels of a corporation. Organizational communication offers unique contexts for information exchange when compared to other types of communication. The primary context difference presented by corporate communication is present in exchanges between levels of power. Another context present in organizational communication, network and channel communication, presents another difference in corporate communication. Formal networks, such as corporate email communication or organization meetings, are often utilized when communicating between levels of power in an organization. Corporate communication aims to achieve is to integrate the various communication activities within the corporate organization and recognize them as key management functions. It seeks to upgrade public relations. It seeks to upgrade public relations, organizational communication, and advertising into the level of scientific discipline quite removed from the level of gut feel. Successful organizational communication is key for the success and survival of any business or corporation. All organizations exist in an environment of competition, and fostering quality communication among levels of power increase the business' likelihood of remaining competitive in its industry. Each and every organization is unique in terms of culture and structure, but accurately understanding the elements of communication in an organizational environment is key to creating a successful environment for members at all levels.

## Principles of Corporate Communication

Organizations have strong corporate communication strategies, plans and programs are usually better recognized, well run and have a better capacity to react to various crisis and changes. The way in which an organization communicates with its employees, stakeholders, media and clients affects its reputation; organizations of all sizes should consider corporate communications an essential component of their business.

**Role of the Corporate Communication:** The role of corporate communications is to manage perceptions through a positive corporate brand, creative, effective and timely dissemination of information and a transparent relationship with all stakeholders, vendors, PR agencies, media etc.

**Responsibilities of Corporate Communication:** Corporate communication department can be responsible for all aspects related to corporate branding, media and public relations, printing materials, marketing campaign, employee communications, promotional materials, internal & external communications, events, crisis communications and press conferences.

**Types of Corporate Communications:** There are three types of corporate communication— Management Communication, Marketing Communication & Organizational Communication.

1. Management Communication involves communications that take place between management and internal and external audiences.
2. Marketing Communications include advertising, creative & design, promotions, print materials and sponsorship activities.
3. Organizational communications involves plans and strategies behind the organization's main programs and initiatives.

**Tools of Corporate Communication:** Communication tools are includes the plans and strategies; press releases; speeches; events and promotions; print, television and online advertising; information products; emails; newsletters; magazines; newspapers articles, and websites.

## **How to Manage Corporate Communication**

Corporate communications department include press releases, internal employee communications, product promotion, print materials and marketing campaign. Managing these communications takes understanding of the organization products and services. Meet with organization leadership and senior management on a regular basis to discuss what corporate communications should be sent to staff, external customers, public and print and publishing. Write press releases that celebrate organizations achievements and major announcements and distribute them to media outlets. Develop an organization logo with corporate branding, mission statement, tag-line and internet and external websites & newsletter. Input key organization information on the websites and all employees access to the information on the sites through emails about the sites or postings in the workplace. Draft marketing materials that showcase organization and explain what it has to offer. These materials should share a consistent and clear message about the benefits of utilizing the organizations products and services with uncomplicated text and collective graphics and photos. Review current corporate communications and edit them as necessary with new text, graphics and photos. Maintain consistency by using the same logos and tag-lines in all promotion and campaign materials.

## **The Power of Corporate Communication**

Corporate communication is a very important role on the business environment. Organizations use communication as a strength that allows business owners and



managers to complete their goals or objectives. Communication can affect internal or external business stakeholders. Communication is distinct as the “two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning.”

Function of corporate communication is a powerful strength of the organizations is widely held, owned by the shareholders who invest money into the business. Business owners, directors and managers often release official statements that create a significant increase or decrease in the organizations value through stock purchases or sales.

## **The Importance of Corporate Communication - Corporate World**

Business people need to understand how to apply a variety of methods of communication to the situations they face each day. It takes practice and experience to learn how to effectively communicate in the business world. Understanding the importance of communication justify the investment of money and time into becoming a more effective communicator.

Internal business communication is important to organizations success. The smooth transfer of information the all departments for daily tasks are completed. Salespeople need to work with accounting people to approve new client accounts and discuss collections on past due clients. Without a smooth internal communication network, information and requests for action get lost and delayed. The organization miss deadlines and revenue be slowed due to delayed invoice collections.

Managerial communication between a manager and employee is important in the development of the employee, the maintaining of positive morale and in creating more

efficient job processes. Managers can work with employees on career development plans that improve productivity and benefit the organization with the help of clear communication. The constant interaction between a manager and employee on day-to-day issues can help to head off problems before they cause damage, and can allow the staff to develop solutions that can be implemented in other parts of the organization. Improved communication with the client can gain a customer's loyalty. Internet suggestion forms, customer input phone numbers and personal representatives at retail locations are ways that organizations open up communication with customers and gain valuable input. Customer service associates are trained to assist customers with product issues and problems, which can help to retain repeat business and secure revenue streams.

Public relations are used to create an organization image and address corporate issues within the community. Addressing negative issues immediately, and truthfully, is also an important part of communication with the community.

## **Team Building on Corporate Communications**

Team building is often used within organizations to improve communications between management and workers as well as between co-workers and even between business units. Effective team building has a positive impact on corporate communications as well as employee performance and job satisfaction levels. A perceived unity of purpose, or a perception that employees within the organization are working together to meet a common purpose, objectives and goals improves communication. When a worker perceives that individual goals that conflict with the goals of co-workers or the organization as a whole, it likely clamps down and become territorial with the information maintains. Creating unity through team-building initiatives opens lines of communication within the corporation. The many types of team-building programs available to corporations can sometimes lead to confusion and uncertainty. Some managers choose to implement their own programs,

which may or may not work. Competitive programs meant for team building often do more damage than good. Additionally, taking employees out to a ballgame or other entertaining activity does not constitute team building. Instead, managers should consciously choose programs that require employees to work together to achieve a common purpose. The implementation of team-building programs and activities should be one small portion of an overall corporate strategy. If the purpose of team building is to improve corporate communications, then it should be strategically implemented with that common purpose in mind. Corporate strategy generally begins with a specific mission statement. Managers must then work to analyze the current situation to determine the size of the gap between where the organization is and where it wants to be. Managers must then work with employees to set specific communication goals and implement policies and procedures, such as team-building programs, designed to increase communications within the organization.

# 2

## Evolution of Corporate Communications

- Many Types of Corporate Communication
- Meaning of Corporate Communication
- Role of Corporate Communication
- Define the Corporate Communications
- Nature of Corporate Communication
- Responsibility of Social Corporate Communication
- Effective Internal & External Communication
- Internal Business Communications
- Internal Corporate Communication
- External Business Communication
- Effective International Communication
- Email Communication
- Corporate Crises Communication
- Marketing Communications Strategy

## Many Types of Corporate Communication

Many businesses have departments that handle their communications functions. These departments responsible for everything that pertains to communications- marketing, advertising, creative, employee communications, public relations, print production, investor relations and community/government relations. In organizations, the Chief Corporate Communications Officer resides at the top of an organization chart, with the division heads- marketing, advertising, PR reporting to that person. It can also be referred to as business communications or financial communications.

**Employee Communications:** Organizations distinguish their audiences as internal or external; employees are an internal audience. The types of communications that are used for addressing employees include personnel handbooks, Intranets (websites that are private and for internal organization), announcements of personnel changes or benefits, important news such as financial reports or organization wide changes. Other documents include media policies, employee directories and employee newsletters.

**Investor Relations:** Investor relations are an important part of public organizations corporate communications. Like employees, investors are considered an internal audience. Communications to investors include annual reports, quarterly updates, stock news, market analysis, print materials, board of trustees meeting minutes and financial reporting.

**Marketing:** Marketing is an important tool for every organization. In a corporate communications office, marketing addresses external audiences, consumers and clients. Marketing plays an integral role; this function is responsible for “putting the face” on an organization offerings and products and itself. It defines how the organization portrays itself publicly, on its website, product packaging, logo, messages and advertising.

Employee communications, investor relations, marketing and government relations are all of the types of corporate communications an organization focus on. Depending on the size of the organization or the industry an organization is in, corporate communications include additional areas.

## **Meaning of Corporate Communication**

Corporate communication is the practice of developing, cultivating and maintaining a corporate identity or brand image. Every business big or small, invests in corporate communication initiatives to mold its image, communicate with internal and external audiences and sustain a long-term positive reputation.

Corporate communication encompasses methods and processes in promoting organizations credentials, its positioning pitch and its acceptability in the market place. It involves a series of planned, interconnected activities and programs to communicate and engage with internal employees and externally with partners, customers and other stakeholders. Corporate communication helps highlight an organization annual earnings and achievements, its schedule of products and services and its compassion and community outreach efforts. The intent at all times is to project a unified message and a consistent corporate identity.

Corporate communication is generally acknowledged as the best possible method of building long-term corporate identity. A well-articulated and consistent corporate communication strategy, along with larger advertising and PR campaigns, reinforces a positive image about an organization. This practice has helped businesses, corporations and even startups to develop and sustain corporate brand identities. Strategic, timely and well-orchestrated corporate communication initiatives have helped organizations to limit negative fallouts of market missteps, crisis scenarios or unseemly or controversial

utterances by key business executives.

A well-managed, flexible and sustained corporate communication practice can reap medium-term and long-term dividends. It enables an organization to have a distinctive identity in a crowded and intensely competitive marketplace environment. Customers are more loyal to the organization and generally feel positive about buying or consuming the organizations products and services. Business investors stay committed to investing in the organization. Shareholders remain confident about the capabilities of key executives and the long-term prospects and profitability of the organization.

## **Role of Corporate Communication**

Corporate communication refers to the exchange of information between corporate management and employees. Corporate communication serves to inform and notify workers about corporate happenings, such as new person, new policies and upcoming organization events. Planning and analyzing forms an important part of the organizations' growth. Without proper planning and allocation of duties, to each and every employee, the confusions and communication gaps can prove to be a great barrier towards the achievement of a goal. Therefore, a proper flow of information from top to bottom is very much required to maintain a balance in the communication processes.

Organization has a separate department for corporate communications, which does the planning, strategy development, creative, marketing campaign, printing and many other initial activities to start the business, the management of projects and its allocation is also done by this team. Internal and the external communication processes are handled by this department. Some of the career opportunities in the field of corporate planning and counseling are: Business Development Executives/Managers, Business analysts, Marketing Managers, Strategy Managers, Research Associates, Corporate Planning, Public Relations,

Counselors, Communication Planners, Communication specialists, Event Planners, Corporate Trainer.

**The various responsibilities which one has to fulfill being a part of corporate communications department are:**

1. In organizing public relation functions for a corporate body, the head of corporate communications or PRO, in smaller traditional organizations must work out the best way of introducing his organization usefully to the media, this may be means of handouts, circulars, sent through the post or printed publicity materials or by special events such as press conferences or receptions or on a more personal level by introducing the organizations executives to journalists.
2. To plan and strategize the communication process with the internal and external audience.
3. To maintain a communication balance between the internal audiences i.e. the organization's employees, to decrease the communication gap.
4. Marketing research, marketing campaign the need of the hour and what is the demand of the audience.
5. To keep an eye on the industry developments and happening.
6. To handle the marketing campaign, creative and printing, design, and shows like, exhibitions, road shows, etc.
7. To handle public relations and media relations department of the organization
8. Periodical research and evaluation to determine the actions or adjustments needed for social harmony.
9. Corporate communication head to determine the best and most cost-effective method of communicating organizations interest.



## **Define the Corporate Communications**

Define corporate communications is very important in the business world. Definition of corporate communication is both internal and external corporate communications. Businesses rely on corporate communication to get their message across both within their organization and to the outside world. Corporate communications is the process of facilitating information and knowledge exchanges with internal and external groups and individuals that have a direct relationship with an enterprise. It is concerned with internal communications management from the stand point of sharing knowledge and decisions from the enterprise with employees, suppliers, investors and partners. Organization use annual reports as corporate communications tools to convey information related to results, processes and relationships of the organization. Corporations use electronic and print newsletters to share corporate diversity hiring practices and information on new hires.

Define communication to understand corporate communication, must be able to first define the word communication itself. Communication is simply the act of giving over information - this can be done through talking verbally or through writing.

Corporate communication is the act of businesses giving over information about organization. This can be done through talking in person, talking on the phone, billboards, websites, product brochures, television advertisements and more.

Define internal corporate communication is the aspect of corporate communication where employees exchange information to each other. It includes all aspects of organization personnel exchanging information. Internal corporate communication includes managers handing over information to employees, employees communicating to each other on as equals, communication between different divisions within the same

organization, and other such tasks. Internal corporate communication is the backbone of strong organization communication as without being able to communicate within the organization.

Define external corporate communication is not complete without understanding external communication. External communication is how businesses and corporations send their message outward. It is how organizations define themselves to the outside world and how they give over this message. Included in external corporate communications is creating websites, attending tradeshow, distributing product brochures, calling customers on the phone, and more.

## **Nature of Corporate Communication**

Communication within an organisation is as efficient as possible is the key to its success. Maintaining staff satisfaction and empowering people to feel informed and confident in their work should lead to smoother running, better customer experience and, in turn, increased activity.

Corporate communications is a modern communications discipline used by businesses across the globe to communicate. Chief Executive Officers and Executive Management teams strive to create, protect and advance corporate images through corporate communications.

### **Crafting the Organization Image**

Chief Executive Officers utilize corporate communications strategies to communicate with stakeholders. world wide executives image by Leticia Wilson from Fotolia.com As CEO takes the controls of a corporation, they typically assess and determine the role that

corporate communication play. Smart CEOs take a strong hold of the reigns of a corporate image through branding, graphic design and corporate communications tactics including public relations, advertising and investor relations.

### **Key Stakeholders**

Corporate communicators use approaches to share relevant information with key stakeholders including potential and existing investors. Pbusiness man image by peter Hires Images from Fotolia.comPPppppppooorocess of corporate communications, professional communicators devise strategies and tactics to communicate with the corporation's key stakeholders, including shareholders, board of directors, employees and the other internal and external stakeholders. Contemporary communications strategies employ the latest technologies including emails, websites, electronic communication and telecommunication, to promote communication from the corporation's management team to the external world of vendors, suppliers, shareholders, prospective shareholders and others.

## **Responsibility of Social Corporate Communication**

Corporate social responsibility is a moving target, making it increasingly necessary to adapt and change according to shifting stakeholder opportunity, also to influence those opportunities. Communication ethical and socially responsible initiatives are likely to evoke strong and often positive reactions among stakeholders. Development of theories on stakeholder management and critically drawn on public relations theory in the development of three strategies for corporate social responsibility communication in order to better conceptualize how managers inform, engage with and involve important stakeholders. In line with this development of stakeholder theories, it is our main contention that stakeholder involvement becomes increasingly more important for ensuring that a company stays in tune with concurrently changing stakeholder expectations.

## **Effective Internal & External Communication**

Effective internal and external corporate communications are keys to a healthy corporate environment improve and maintain the organization reputation and support the organizations growth and success. All organization having marketing & communications department is responsible for both internal and external communications functions at organization, including communications planning, media monitoring, media relations, and the maintenance and production of communications and channels. The language plays important roles in both internal and external communications in the competitiveness of the organization and communication involves giving, getting, and highlighting information. The communication also enhances understanding and establishing harmonious relationships among people. Effective communication involves elements and it is influenced by an multitude of factors, including the use of language by employees, employee involvement and commitment and technological change. News releases, text messages and e-mails can be used to communicate urgent information, while newsletters can be an appropriate choice for content that is less time-sensitive. A website is vital for communication with external audiences, and a well-organized intranet that displays news content and practical resources can be very helpful for employees. Meetings with employees or the public offers face-to-face interaction that can build credibility and make audiences feel valued. Internal communication is a form of corporate communication and can be formal or informal, upward, downward, or horizontal. It can take various forms such as team briefing, interviewing, employee or works councils, meetings, memos, an intranet, newsletters, the grapevine, and reports. Internal communication is the first step in a successful competitiveness. It is the first frontier in the battle for the clients or media. Internal and external communication is the key to get all people together and then inspiring them to deliver the best, and to encourage employees to be active. It has enabled mankind to progress and become advanced organization. Internal communication is when people need to talk to each other to make others know what they want or what they need. They

sometimes want to show their thoughts and to listen to others. Internal communication includes building up the ideas of organization and setting up certain guidelines to follow. It can be a way in building a good relationship between employees inside the organization. Internal communication involves all activities of communication that exists within organization. It can be oral, written, face-to-face, virtual, or in groups. Internal communication helps to establish formal roles and responsibilities for employees and it leads to the success of an organization. External communication is exchange of information and messages between an organization and other organizations, groups, or individuals outside its formal structure. External communications are to facilitate cooperation with groups such as suppliers, investors, and shareholders, and to present a favorable image of an organization and its products or services to potential and actual customers and to society at large. A variety of channels may be used for external communication, including face-to-face meetings, print or media, and electronic communication technologies such as the Internet.

## **Internal Business Communications**

Internal business communication comes in many different forms. Internal business communications is any communication sent or received with the business itself. Internal business communication is the means by which the business is able to define and maintain the organization image. The corporate image is how the public perceives and defines the organization as a whole. Internal communication allows all employees to stay informed and guided in the appropriate direction. Methods are used for internal business communication; most common are employee surveys, business meetings, newsletters, memos, mass emails, executive forums, and the organization intranet and phone messages. Internal business communication more effective, incorporate certain elements to each message sent. Message sent should be simple and not complicated to understand. Internal business communication to be effective, the leadership of the organization needs to organize

a universal organizational communication flow. Communication is the process by which we exchange meanings, facts, ideas, opinions, or emotions with other people. In business communication can be classified as internal and external. Internal Communication is within the firm i.e. with the employees; whereas; external communication is with outsiders like customers, media, government, shareholders etc. Internal communication is defined as a communication between employees or departments across all levels of divisions of an organisation. Form of corporate communication and can be formal, informal, upward, downward, horizontal or diagonal which can take various forms such as team, briefing, interviewing, employee or works councils, meeting, memos, or intranet newsletters, the grapevine, and the reports.

### **Internal Corporate Communication**

Internal corporate communications are most effective if take on certain qualities. Internal communication should be consistent. It should transmit motivational messages and organization values in a regular, predetermined format to foster better levels of comprehension and information retention. Internal communications should be structured. Arranging information in an organized, easy to follow format helps the senders ensure that they have covered everything they need to, and allows the recipient to better understand and remember the information presented. Internal communication should be timely and transparent. Organizations that are honest and upfront about organization developments as happen encourage trust and loyalty in their workforce, leading to a more creative and productive workplace.

Effective internal corporate communication can greatly affect the problem solving capabilities of an organization. Successful internal communication structures create a defined way for problems to be discussed between management and staff. Internal corporate communication can improve the atmosphere in a workplace. Employees, feeling

more informed, are more likely to be productive and satisfied in the jobs. Management, more informed about the pulse of the workforce, is better able to address the concerns of their employees, increasing morale in the workforce.

## **External Business Communication**

External business communication places focus on the relationships and various clients that are outside of the organization. External communication's main expression is through public relations, media relations, marketing management and advertising. Successful businesses utilize effective internal and external business communication to accomplish the organization goals and mission. External business communication is the exchange of information and messages between an organization and other organizations, groups, or individuals outside its formal structure. External business communication is intended to organize cooperation between the business and other groups and create a positive corporate image. External business communication helps organize events, deals and happenings with suppliers, vendors and other businesses to products and service are delivered on time. It also provides clarity for business deals, meeting times, marketing campaign and agreements. Maintaining a favorable image of the organization is an important aspect of external business communication. External business communication manifests itself through various channels. Channels are the medium used to deliver a message. External business communication is used in mass media, interpersonal and organizational communication and electronic media such as the Internet, email or text messages. Mass media includes the use of commercial radio, television, newspapers and magazines. Interpersonal external communication is a one-on-one meeting between two executives of two different businesses. Organizational communication is messages sent on a corporate level from the business to a specific group outside the organization. Announcements and advertising in direct mail, periodicals and broadcast remain viable but is not the end of the media picture. Digital media presents a means to reach broad

audiences quickly and at low cost. Businesses that analyze the efficacy of external communications gain important information.

## **Effective International Communication**

The world economy benefits greatly from effective international communication. The ability of business leaders to execute effective international and intercultural communication led to a web of interconnectedness among world markets. It is important in today's society for a organization to take into consideration cultural differences, as expansion often require communication and negotiating with organizations from very different cultural backgrounds. Organism able to communicate across national lines is of growing importance. Globalization pressed the world to innovative heights in a variety of ways. Effective international communication provides a multitude of benefits in a multitude of empires. International communication is important for maintaining international relationship. International communication is great deal of coordination among different countries. World leaders are able to discuss and develop strategies for avoiding and stopping international conflict.

## **Email Communication**

Email plays important communication role in channels of business developments. All business transaction originates through an email or progress through emails. In order to build a business, one needs to be absolutely comfortable with emails and the essential of email correspondence. Initiating or replying to an official email always makes sure that only authorized people are marked in the email. The To and CC box are where mention the need or requirements as to who all should take active roles in the context of the email and those who should be notified in the CC copy of the email. The use of a BCC (Blind Certified Copy) is usually not thought very high of in business circles. Use attachments



whenever needed, and insert only those attachments which are authorized to use. Use professional business English in all email communication. Always do a spell check before hitting the send button. Content needs to be as precise as possible. Avoid using slang/harsh words, or exclamations. Use standard email templates while creating the email. Maintain a uniform font size/ colour and type as per the organization policies and directives. Do not insert very large pictures or objects unless absolutely necessary. It increases to the size of the inbox and network use. Need to be very sensitive and careful of the content that sends out to external business entities. Do not use official email for personal use, so no jokes/ raw humour/inappropriate content /images in those emails. Before hit the send key, go through the email once again. This series on Corporate Communication Techniques would be helpful to communication.

## **Corporate Crises Communication**

All corporations face crisis situations, but situations can actually serve to build the public's trust with the organization if are handled correctly. An organization builds trust by how it communicates to the public about the situation. Kind of communication is called corporate crisis communication. Corporations use crisis communication when an event causes the organization to receive negative media attention. It situations could be as diverse as a legal dispute or some kind of disaster man made or natural. Corporate crisis communication seeks to minimize the damage that be done as a result of the negative press. The key to mastering crisis communication is to tell the whole truth about the situation and tell it right away. The organizations CEO as well as the public relations team should be notified when a crisis breaks out. People should come up with a plan of action to divert the crisis and handle communication of the organizations position to the media.

During the acute and chronic phases of a crisis, organizations strive to restore order and illustrate how are responding. In sense, crises create communication opportunities for

organizations. An examination of the voluminous professional public relations literature reveals considerable advice about tactics.

## **Marketing Communications Strategy**

A marketing communications strategy outlines the most effective way to deliver a product or message to its intended market. Marketing communications strategy involves audience be most receptive to the product. Marketers assess this through case study groups, surveys and field research. In some cases, the strategy might include broadening the demographic. Marketers also use communications strategy to determine the tone of the product's message. Part of the communications strategy decision is determining who conveys the message as well.

Marketing communications strategists assess how best to differentiate product from a competitor's. Product differentiation is especially critical if the organizations are offering similar. Enhanced technology is making it easier for marketers to target the appropriate audiences.

# **Corporate Leadership Management**

- Corporate Leadership Communication

## **Corporate Leadership Communication**

Corporate leadership communication plays an important role in the achievement of a business. An essential constituent of corporate leadership involves corporate communication. Corporate communication works to inform workers of a business's values, goals and factors needed for success. Successful corporate communication helps to develop performance of workers, prevent workplace confusion and increase organization morale. Leadership Communication is a text to guide current and potential leaders in developing the communication capabilities needed to be transformational leaders. Leader's objectives need core communication skills in strategy, speaking, and writing. Also need to be able to communicate effectively with diverse audiences, understand cultural differences, conduct productive meetings, manage global teams, create and communicate visions, lead change initiatives, and foster external relations. Basic communication process is three elements of sender, receiver and message. Corporate communication, organization executives serve as the senders of communications. The receivers of an executive's message can include organization workers and stockholders, as well as the general public. Direction of business communication can be classified by the business's chain of command, with corporate communication being on top of that chain. Under vertical business communication, which is communication directly through the organizations chain of command, corporate executives interact with lower level management. In horizontal communication, which is communication that doesn't directly follow an organization chain of command, executives interact with workers directly. Successful corporate communication requires feedback. Leadership compass notes need for feedback, naming listening to criticisms, seeking feedback and being accountable for actions as traits of effective corporate leaders. Corporate sustainability requires an influential corporate leadership culture where employee energy, passion, and intellectual capital can flourish in sustain of an organization's objectives.

# **Mananging Corporate Communication Plans**

- Plans of Corporate Communication
- Design the Corporate Communication Plan
- Write a Strategic Communication Plan
- Create the Business Communication Plan
- Creating the Marketing Communication Plan
- Write the Marketing Communications Plan
- Write a Marketing Proposal
- Write the Marketing Research Proposal
- Build a Corporate Communication Plan

## **Plans of Corporate Communication**

The ability to effectively communicate in the corporate world is often considered the key to success. Businesses send messages every day to a wide variety of audiences. While the messages themselves are simple in nature, a great deal of planning and thought goes into how the message is constructed and delivered. Communicate with the public about a new product launch or with shareholders about higher than anticipated quarterly growth.

Identify target audience, message send to a group of new employees include less technical information than a message send to the management in an organization. Determine the best media to use in sending the message. Communicate with a large group of people quickly, email be a good choice. Communicate with one individual about recent poor performance, a face to face exchange be better suited than a memo. Follow up after sending the message to the recipients indeed received the communication and understand its contents. Accomplish two things, first, message was constructed properly, second, it gives the recipients the opportunity to ask any questions about the message's content.

## **Design the Corporate Communication Plan**

Organization develops its corporate goals and campaign plans to reach them, it should identify how communications help achieve those outcomes. Communications plan must support the organization's goals and objectives. An internal communications plan should help employees understand organization strategy and goals and should help them focus on the activities that best achieve desired business outcomes. An external communications plan can guide outreach to customers to effect behavior changes.

Organization's leaders how communications can help bridge the gap between where the organization is and where it wants to go. Shape the communications plan around the

organization's goals and show how the communications programs help reach them. If leaders want to change a part of how people do their jobs, write stories in the organization newsletter or blog focusing on employees who've gone through that sort of job change. Plan events or build an online networking page for people to meet and share ideas about making the change. Identify key messages-the basic facts want to communicate and the way in which want people to think about the organization. Can weave these concise statements into everything do. When communicating about a topic, think of the related key message and use it to ensure words are on target. Key messages briefly outline the purpose of the organization or list the qualities desired in an employee.

List audiences-the people want to reach-and need to reach each group. Different audiences require different tactics or an altogether different communications approach. One group prefers in-person contact while another only wants online communication. Also identify who need to partner with in the programs. Developing a corporate communications plan, the human relations department separate programs intended to help managers better communicate with employees- could join forces and align methods. Collaborate with partners who share goals. Describe each program intend to use in the plan. Include general logistics for the program and how it help meet one or more of objectives. Programs include newsletters (print or online), blogs, websites, intranet pages, large events, regular focus groups, and informal lunches with executives.

Listen to audiences throughout the course of the plan. Add regular surveys and informal focus groups in plan to continuing to listen. It builds trust with audiences and keeps alert. Build a calendar. Use a table format to list programs, such as newsletters, events and speaking opportunities. Link the programs to dates, and attach responsibility for completing each task. Use the grid to keep team on track during the year. Can see upcoming work, update team members on progress and ensure that don't miss any deadlines.

## Write a Strategic Communication Plan

The purpose of writing a communication plan is to effectively use communications as a tool to help solve a problem or exploit an opportunity. Large corporations retain professional communication specialists experienced in writing of plans to assist with issues management, project management and day-to-day business operations. With a little practice, it can write the own communication plan for the organization or business. The following steps are sections that make up a typical communications plan. Follow them through and in no time a fully developed plan.

Provides the reader with a general overview of what the communication plan seeks to accomplish. Tell the reader what the problem or opportunity is and what the impact be to the organization. Then explain how the plan helps solve the problem or help the opportunity. Situational Analysis, in this section wants to list all the issues that be addressed in the plan. Along with each issue, provide facts about the issue or what affect this issue on the business. Key messages are ultimately want to convey in the communications. Key messages should be simple and clearly written. Stakeholders, it may sounds like a difficult term, but really this is just about identifying the audience. It could include stakeholders such as employees, managers, investors or the media. Planning and implementation, Think of as the master to-do list to achieve the objective. It's easy to keep track of the plans using a worksheet or table format. The columns should use the following headings: Date/Timing; Action; Description/Comments; Target Audience; Objectives; and Lead/Responsible. On each line or row, list the steps required to move the plan from start to finish. Include the actions such as conference calls, meetings, memo distribution or whatever needs to take place to bring plan to completion. Evaluation, How know if the achieved the objective? List the things that happen or what be achieved to consider the plan a success. By evaluating the plan learn what messages worked with what audience, which activities had the greatest impact and which ones were wastes of time.



By measuring the success be in a position to develop a stronger, more comprehensive plan when the next issue or opportunity develops.

## **Create the Business Communication Plan**

Business communication plan establishes the messages business wants to communicate, the audience to whom the messages are directed, and the methods business use to communicate the messages to the audience. A business communication plan makes clear how tactical communication activities such as advertising and public relations campaigns support business' strategic goals. State the purpose for communication plan in the first section of the plan. Specify to whom in business the plan be given and the time frame the plan covers. Insert business's vision and mission statements in the next section of the plan. Write a situation analysis section for the plan. This cover historical data about communication methods that worked or failed in the past and state any business issues that are influencing decisions made in the current plan. Depending on the nature of business, goals be stated as revenue targets, product or service sales targets or metrics on potential customers' awareness of or opinion about business and its products. State the key messages or themes for communication plan. Depending on the goal for plan, the messages be brand, corporate or product messages. Define the tactical steps take to communicate the key messages to target audience. This includes definitions of each audience group and subgroup, the method to be used to contact each group and the schedule for the contacts. As with the plan's goals, the way frame the criteria depend on the nature of business. Add information about the budget needed to support the communication plan.

## **Creating the Marketing Communication Plan**

Marketing communication plans are typically designed to coordinate with and complement

an organization's overall marketing strategy. Integrated marketing plans incorporate a variety of marketing mediums. Without a designated communication plan, organizations have creative and effective marketing materials that get in front of prospective customers. Creating a marketing communication plan for business, include all the essential steps and components.

Research, the first major step in creating a marketing communications plan is doing for research on the target market. The research phase also usually includes learning how the target market prefers to receive communications and how prefer to buy. Establish Objectives, marketing communication plan should clearly state overall marketing objectives, or desired end results. Marketing objectives usually include broader objectives than just selling the product. Typically include building the overall brand, getting prospective customers to visit organization website and collecting valuable prospect contact information. Be specific and establish quantifiable objectives.

Choose a Theme and Mediums, many professional marketing and advertising agencies utilize a wide variety of marketing mediums for a marketing campaign. Marketing campaigns includes direct mailers, email ads, printing, an organization or product website and postcard ads. It needs a consistent marketing message or theme that ties all the marketing messages together. The marketing communications plan should outline the product slogan, as well as how want to describe the organization. Each marketing message should feature the same logo and colors, according to Top Business. It should also reiterate the same selling points in each medium, even if communicated differently in each one. Many modern organizations partner with affiliate organizations in order to advertise their products on their partner organization websites. Some organizations utilize cross-promotional campaigns, such as marketing their product to a television sitcom for the actors to use it on screen.

Set a Budget and Time Line, effective marketing communication plans set budgets and time lines. Each marketing component should strict allocated resources to don't go over budget. It also needs to set time lines of each marketing message go out, and should coordinate with the actual product launch date.

## **Write the Marketing Communications Plan**

A marketing communications plan captures all the activities that build consumer awareness and demand for a product or a service. The plan covers the intended message, the targeted audience and the costs of the promotional campaign. The plan of marketing vehicles is used to roll out the message, such as broadcast and print advertisements, websites or direct selling. All of these marketing strategies one goal in mind attracting customers. Identify audience. A marketing team needs to understand how prospective customers process information on product, as well as how that same information motivates the audience's buying patterns.

Clarify the marketing vehicles that be used. The audience research defines the best methods to reach that group. Integrated marketing utilizes multiple communication channels to spread a unified message so that the product or service is promoted through various methods, such as television and radio spots or direct mailings. That list of marketing channels also includes email messages, trade shows, and press releases to the news media or links between online resources. The marketing communication plan to specify marketing tools is used, as well as each medium is used to reach customers.

Be clear about the message. Marketing plans can build awareness or preference toward products. Focus on the overall branding image of the organization. Outline the costs. Attaching specific expenses to each marketing vehicle, such as tabulating the costs of running magazine / newspaper ads and radio spots, staging news conferences and attending trade shows. Map the expenses back to the budget and then adjust accordingly.

Establish a timeline. Schedule lists the launch of the promotional message through each of the marketing vehicles be used. The timeline also should note the responsible for implementing the use of each marketing method.

## **Write a Marketing Proposal**

Marketing proposal outline a way to improve or enhance the current marketing plan. The importance of a marketing proposal should not be under estimated; a well-crafted proposal is often the difference between winning and losing the project.

Analyze the current marketing strategy. Research the organization and the history of the project to gain a thorough understanding of the situation and strategies been employed. Perform a market analysis: What are the organization competitors doing? Where are successful, and where encountered problems? Analyze the audience: Who is the organization trying to reach? What are the ages, occupations, geographic locations, social status, economic status and perceptions of its audience? Study the organizations current marketing materials and events or ask an organization representative. Define problem areas. Common mistakes to look out for include materials targeted to the wrong audience, materials without a specific focus, too much information, vague concepts and incomprehensible copy. Identify target audience groups. Consider what demographic would be an appropriate target audience.

Make a list of new strategies & improvements to the current plan. Write down the solutions to each problem and unique ways to reach new audiences. Be innovative; create clear connections and present new, specific ideas a genuine impact on the organization bottom line. Write an executive statement that summarizes the project and proposed solutions. Include sections titled Market Analysis, Target Audience and Proposed Marketing Strategies. Read the proposal carefully, editing for spelling and grammatical errors. Place

the proposal on the professional letterhead and submit it by mail or in the organization preferred digital format.

## **Write the Marketing Research Proposal**

A marketing research proposal should include an analysis of the current market, outline of the target audience and assessment of the problem areas. Write out an official marketing research proposal. Market Research is vital in all businesses. And it's very important is done before any form of activity takes place. Start with an analysis of the market itself, and therefore the situation of an organization, the products and services. What is actually going on? So there needs to be some form of overview, summary of the current market itself. Then need to look at the segments of the market, and how that is in terms of movement.

## **Build a Corporate Communication Plan**

Organizatoion wants to create a working culture where organizations all want to do our best and are proud to tell people organization work for the best. Strategies, plans, visions, missions, policies and performance indicators all are role to play. All lay the foundations on which our quality services are built. All need to be communicated to all of our stakeholders, including staff, councillors, and residents, voluntary and other agencies, businesses and visitors, in ways which can understand and with which all feel comfortable. Communication is an essential part of good management and the effective delivery of services. Its purpose is to get things done, which in our case means keeping our promise of excellence. The Plan is one of the working tools which help to navigate us through a planned programme of change over the coming years. It does not contain every nut and bolt organization ever need, point us in the right direction – a signpost along the road to excellence. Throughout this document there are a number of promises

– our policy commitments – which plainly set out our intentions. Organization is judged on how well organization keeps our promises. To work well, our staff need to be kept informed not just about the day-to-day issues which directly affect their jobs but also about changes happening around them. The action plans make sure accurate information is available in a variety of ways, but find it difficult to access any of them should be encouraged to suggest alternatives themselves. It's communication which links all our activities, from the time when organization first set about coming up with appropriate strategies to the time when organization deliver our services to those need them. The appetite for communication is insatiable – no matter how much is done there always be people are missed, or don't take the opportunities offered. The challenge is to set up and maintain simple but efficient channels of communication which allow the spread of information, as well as to and from our partners and stakeholders. To do this does not always require extra resources. Organization need to make sure the culture of two-way communications goes to the very heart of our organisation. Where costs are involved, it's worth remembering that an investment in communication is an investment in quality. Organization review the effectiveness of the action plans every year and adapt them as necessary. Effective communications are essential to the success of every corporation. Communication takes place among executives, managers, supervisors and employees as well as between executives and board members and among the corporate board, shareholders and the community at large. Effective communications ensure everyone involved the access to the information all need. It also helps create an open culture of trust and understanding between all of the corporation's stakeholders. Involve stakeholders at all levels in the development of the communication plan. Stakeholders include everyone a stake in the success of the organization. It includes shareholders, executives, managers, employees, suppliers, customers. Analyze the gap between current communication levels and desired communication levels. It is typically accomplished through the use of a gap analysis. Develop and implement policies and procedures to improve communications.

**In preparing a corporate communications plans or corporate communications guidelines for organization:**

- Research organization for the key communications problems and issues
- Look at each issue from both an internal and external perspective
- Establish corporate communications plan guidelines followed by a communications vision and mission; and
- Analyze external forces
- Review:
  1. The capabilities provide
  2. The products and service offer
  3. What differentiates in the marketplace
  4. The advantages bring to the customer
  5. The disadvantages need to be down played
  6. The perception of just the right image want to project
  7. Syn the size the key channels and strategies that take from where are to where need to be
- Establish communications principles for communications plan
- Review the transition of organization communications history
- Outline the perspectives of each of key internal and external audiences:
  1. What is been
  2. What it is
  3. What it should be
- Outline the capabilities and limitations of each of organization communications facilities
- Create a communications situation analysis
- Develop key messages to stockholders
- Establish the goals, strategies and tactics to achieve communications mission.
- Give day-to-day work a focus,

- Help set priorities,
- Provide with a sense of order and control,
- Help get the chief staff executive and staff to support program,
- Protect against last-minute, seat-of-the-pants demands from staff and members,
- Prevent from feeling overwhelmed, offering instead peace of mind.

**What is a Communication Plans**

A communication plan is a written document that describes

- What want to accomplish with association communications,
- Ways in which those objectives can be accomplished,
- To whom association communications be addressed,
- How accomplish objectives,
- How measure the results of program.

Communications include all written, spoken, and electronic interaction with association audiences. A communication plan encompasses objectives, goals, and tools for all communications, including but not limited to:

- Periodic print publications;
- Online communications;
- Meeting and conference materials;
- Media relations and public relations materials;
- Marketing and sales tools;
- Legal and legislative documents;
- Incoming communications, including reception procedures and voice mail content;
- Committee and board communiques;
- Corporate identity materials, including letterhead, logo, and envelopes;
- Surveys;



- Certificates and awards;
- Annual reports;
- Signage;
- Speeches; and
- Invoices.

**When to Develop the Plan**

The best time to develop plan is in combination with annual budgeting or organizational planning process.

Get information for the plan generally comes from five sources:

- Association mission statement,
- A communication audit,
- Membership surveys and focus groups,
- Committee and leadership input,
- Discussions with other staff and departments.

**How to Develop the Plan**

Conduct a research-communication audit. Evaluate current communications. Some associations hire firms to do this, but the price for the objectivity of an outside auditor can be high. To conduct own audit, find out

- What every staff person is doing in the way of communication,
- What each communication activity is designed to achieve,
- How effective each activity is.

**To get the answers need,**

- Brainstorm with communication staff,
- Talk to other departments,
- Interview the chief staff executive,
- Interview the board,

- Talk to communication committee members,
- Survey the membership,
- Host focus groups,
- Query nonmembers.

Brainstorm ideas with staff. Objectives, goals, audiences, and tools been identified, quantify the results in a calendar grid that outlines roughly what projects be accomplished and when. Evaluate the result. Build into the plan a method for measuring results. Evaluation take the form of

- A monthly report on work in progress,
- Formalized department reports for presentation at staff meetings,
- Periodic briefings of the chief staff executive and the department heads,
- A year-end summary for the annual report.

# Techniques of Corporate Communications

- Organizational Communication Techniques
- Group Communication Techniques
- Improving Corporate Communication
- Improve Internal Communication
- Benefits of Corporate Communication
- Duties of a Corporate Communicator
- Duties of a Corporate Secretary General
- Problems in Corporate Communication
- Evolution of Corporate communications
- Corporate Communication Tips

## **Organizational Communication Techniques**

Organizational communication is the internal communication techniques use to disseminate information and communicate with employees. Organizational communication techniques can vary from organization to organization, but techniques can be used in small, medium or large organizations. The important factor in internal communication is that the employees intend to receive the message do. Create an email program or internal newsletter. Put one of employee's in-charge of creating a monthly email newsletter. The employee update the newsletter with important information about the organization, changes to policies, special dates, health and safety tips, to feature an employee of the month. Send out the newsletter via email to the employees on a set schedule once per month to keep them up-to-date on organization happenings and news. Gather the information want to communicate. Hold a meeting with the organizations leadership to the information that is going to be communicated is understood and approved by the leadership. Communicate the general message want to send to the entire organization and then detail it in points to the leadership. Invite discussion, disagreement and encouragement from the leadership to refine the information so it is as accurate and concise as possible.

Use a variety of communication techniques to communicate the message. Send an email that details the information in written form. Hold an organization wide meeting or have departmental leaders hold the meeting within their departments to orally communicate the information. Allow for questions and feedback at the end of the oral presentation. Providing the avenue of feedback help the followers feel empowered and also help to identify any loopholes in the communicated information. Gather the feedback and communicate it to the leadership so it can be addressed and clarified.

## **Group Communication Techniques**

Group interaction is improved through various group communication techniques. Group of business people working together in the office. image by Andrey Kiselev from Fotolia.com Communication is a very important process in human interaction. Particularly in organizations, there is an increasing emphasis on how to best facilitate group communication for business. People are a driving force behind organization and organizations, all able to effectively communicate. Proper communication helps in accomplishing organizational goals. Group communication is improved through several techniques. Nominal group technique refers to the series of face-to-face communication techniques for groups. The idea of the process is to members of the group interact only under specific conditions or during certain steps of the process. Steps in the nominal group process include: development of ideas silently, group feedback, group discussion, re-assessment of group members and organization of revised judgments. In the normal group process, it's recommended that as many ideas as possible are collected prior to evaluation. The idea is that delayed evaluation can actually increase the number of creative solutions from the members of the group. Also, group members get to reflect more on their opinions and thoughts while they listen to other people sharing their ideas. This type of process is more ideal for unstructured group interactions. Group communication strategy is a form of group communication technique. All instructions serves as a guideline from which group interactions should proceed. Instructions under group communication strategy include: evading disagreements, refraining from giving win-lose statements and refraining from constantly changing opinions. Idea is that better communication is achieved among members of groups that employ conflict-reducing techniques. The strategy also emphasizes that varying and even opposing opinions within members is only natural. Group communication strategy is ideal for groups sharing common status. Social judgment analysis technique helps minimize the pressure of complying or agreeing with the more popular ideas in the group. It facilitates feedback from each member of the

group. All can rate idea freely on their own. After all the results are in, it's the only time that ideas evaluated. It provides a more objective group approach to things.

## **Improving Corporate Communication**

Communication in the workplace is one of the keys to a successful organization. Employees need to be aware of the organization vision and hear from leadership that they matter to the bottom line. Employee often feel all are not heard and do not open lines of communication with management. Organization should attempt to over communicate rather than under as knowledgeable employees lead to higher productivity and job satisfaction. Corporate communication takes dedication by management to reach all employees but can be done effectively using some basic tools.

Managers to meet with all staff to determine what staff feels is lacking in the current corporate communication structure. Follow up with management to learn the issues and craft the corporate communication strategy around employee's needs. Send out weekly online newsletters to all employees. Newsletters can include information on new clients, major organization news, reminders of payroll and benefit dates and a spotlight on a different department or employee. An online newsletter provides an inexpensive vehicle to reach all employees quickly in an interesting format. Hold monthly conference calls with all staff members. On each call give updates on the organizations business, major staffing and service changes and new policies. Allow employees to ask questions and thoughtfully consider each question and comment. On the call, give praise and reward teams doing a good job and tell employees all are appreciated and recognize all contribution to the success and morale of the organization. Set up an intranet site for all internal staff to access. Organization intranet site, an Internet site only accessible to employees, can be updated frequently and contain communications that are relevant to all staff including policies, organizational charts, news, press releases and training materials.

Develop a strong organization vision, mission and branding that is easily understood by all staff. Incorporate all into every internal communication and hold training and brown-bag lunch sessions to assure that employees share the same vision and direction as management for the organization. Employees should be able to see the big picture for the organization beyond all own tasks but need communication on what the vision is and what it means to them.

## **Improve Internal Communication**

Effective communication is important in all organization. Internal communication among management and staff is a key component. It involves a conversation rather than a monologue, with listening being a key factor. To improve internal communication, it is important to identify factors that prevent it from happening. Positive changes can happen in an organization where staff members feel management hears all ideas.

Effective internal communication relies upon management supporting the concept. All in authority understand the problems brought about by a lack of communication. Basic communication skills are important throughout the organization, including active listening, understandable speech, intelligent questioning and dynamic feedback. Training, review and practice can hone all skills. Information is unclear or incomplete, employees are willing to admit all lack of understanding and ask for clarification or additional information. Look around the organization to assess the barriers to effective internal communication, and ask it self several questions. What is the general atmosphere regarding communication? Do those in management wrongly assume that staff is aware of pertinent information? Are all reluctant to formalize information in writing for fear of seeming too bureaucratic? Conveying information to staff is it correctly communicated or are employees receiving erroneous or only partial facts? Management needs to be effective in determining what information is important to communicate and what information is superfluous. Some

management teams feel that no communication is necessary, presenting a difficult barrier to internal communication.

Information is lacking from management, there be improvements made in top-down communication. Accomplish by apprising all employees of organizational plans, mission, values, goals and strategies. Employee handbooks are useful for purpose and communication of the most recent policies. An organization organizational chart included in the handbook gives employees a road map to responsible parties. Written job descriptions and desk procedures for each job function verify completion of all tasks to organization standards. Conduct regular meetings with management personnel to cultivate the habit of timely communication, even there is not much to discuss. Periodic staff meetings with all personnel the organization information, including announcements, accomplishments and concerns, goes to all staff members. Regular performance reviews for all employees also help to define strengths and areas in need of improvement.

Bottom-Up Communication is regular status reports keep managers updated on progress, goals and issues for each worker or staffs. Monthly meetings between manager and employee, even informal ones, help to cultivate an atmosphere of communication. Team meetings can be an important source of information, with employees taking advantage of synergy to develop good ideas. Encourage and record employee feedback in meetings and individual situations, and follow up on the feedback. When there is no action taken regarding employee feedback, management should communicate the reasons. Management also should listen to the grapevine, which can be a reliable source of employee internal communication.

Communication Plan is developing and distributing an overall internal communication plan define the proper channels and validate that internal communication is important to management. The plan should include what information to pass on and people to inform.



Include the preferred method of communication. Emailing appropriate is individuals' permanent copy. Finally, all communications reach the appropriate individuals. Email servers allow users to request a notice when the intended recipient receives the message.

## **Benefits of Corporate Communication**

As business practices continue to evolve due to global competition and technological advancements, corporate communication become an even more important vehicle for establishing brands and increasing sales. An effective corporate communications strategy also helps organizations build relationships with prospects and customer, strengthen organization culture and establish leadership in the industry.

Public Relations and Brand Identity are organization particularly startups and small businesses, can build the brands through public relations (PR) and a strong corporate communications strategy. PR managers and specialists speak frequently with media relations personnel and build relationships with journalists, editors, printers and publishers that reach the organizations target audiences. Should organizations send out press releases on news media wires to publicize product launches, leadership appointments and organizations news. Media personnel also contact senior executives for interviews or by lined articles (articles contributed by and credited to external authors) that offer insights into the latest trends in their industries. Generating positive publicity positions organizations favorably in the public's mind, persuading consumers to become customers on the basis of brand-name recognition and reputation.

Crisis Management, sometimes organizations are blamed for or associated with, situations involving negligence, accidents or scandals. To save the reputations, organizations go into crisis-management mode to prevent further damage to the brands and possible declining sales. Managed by the PR team, crisis management involves constant communication

with the media, analysts and government officials, either through a CEO, senior executive or organization spokesperson. Corporate executives also send communications to shareholders, or speak with investors directly to avoid panic in the stock market and a sharp decrease in share prices.

Customer Retention, the Internet is constantly changing the way organizations communicate and market to customers. One way that organizations deliver customer service is by responding to customer comments, and other social networking websites. Organizations also post messages on websites that alert customers and prospects about upcoming product launches, sales promotions and new publications. Other effective communication vehicles that help companies strengthen their relationships with customers include weekly, monthly and quarterly newsletters, as well as online webcasts. Newsletters and webcasts are common online communication tools for organizations that wish to send out a unified corporate message simultaneously to numerous customers, prospects, partners and media personnel.

Knowledge Sharing, the internal communications is becoming increasingly important as organization become more diverse and less homogeneous. Employers use various communication tools such as Intranets (organizations internal websites) and newsletters to keep employees informed about promotional opportunities, industry trends and best practices. Internal online meeting places such as Intranets also facilitate collaboration between different departments, and create an environment that is open to frequent and consistent knowledge sharing.

## **Duties of a Corporate Communicator**

Corporate communicators represent an organization to the media, employees and stakeholder groups. Functions vary by the size of the organization and specific duties

depend on the position of the corporate communicator. An undergraduate degree in journalism & mass communication, public relations or communications is usually required for corporate communications positions. Some corporate communication management jobs require an advanced degree. In general, corporate communicators need to write well, think strategically and enjoy working with people.

Media Relations, representing the organization to the media is a well known duty of a corporate communicator. Specific jobs include drafting press releases, advertising, printing, responding to media inquires and pitching stories to journalists. Corporate communicators also train and work with other corporate spokes persons, which usually includes the CEO, board members or other issue experts, to deliver effective media interviews. Journalists start seeking information from the corporate communications department, but ultimately, all want to hear from the individuals at the heart of the story. Crisis Communications, effective corporate communicators know that experiencing an organizational crisis is a matter of “when,” not “if.” Another duty of a corporate communicator is preparing a crisis communication plan. A crisis communication plan identifies an organization spokesperson, outlines logistics to handle increased media requests and plans to help any victims or injured parties and treat them with respect and organization. Planning starts with corporate communications, an effective plan covers all aspects of the organization from management to entry-level employees. Successful corporate communicators work with management to monitor any potential crisis issues and take action to prevent a crisis or minimize its impact.

Employee Relations and Communications, corporate communicators also explain organizational messages, from management, to all levels of employees. Specific communication tasks can be simple using email to announce an upcoming organization celebration. Or, messages be complicated, such the unveiling of a change in allowable sick days, and require persuasive communication techniques and multiple mediums as drafting

a speech for the CEO, newsletter articles or a website question and answer page. Corporate communicators also are responsible for employee feedback reaches upper management.

Stakeholder Relations, representing the organization to stakeholder groups is another duty of corporate communicators. Stakeholders are groups can be impacted by an organization's actions. Include investors, a board of directors, lenders and community groups. Specific duties of a corporate communicator include identifying and crafting organizational messages for each stakeholder groups, drafting and producing an annual report and preparing speeches or presentations for a CEO to use during board meetings or community events.

## **Duties of a Corporate Secretary General**

An organizations corporate secretary is a senior-level officer with a range of responsibilities. It helps coordinate communications with the organizations board of directors, with organization officials and with the organizations shareholders. The corporate secretary also plays an important role in the administration of corporate affairs. In many cases, the organizations corporate secretary also serves as its general counsel.

Advice to Board, a corporate secretary makes sure that an organization Board of Directors the input and resources necessary to fulfill the fiduciary duties under state law. It also makes sure that the records on the board's actions also reflect. Corporate secretaries are also the organizations general counsel can handle the responsibilities by themselves. Could keep track of changes in state law and advise the board of any changes. Also make sure that the organization follows legal procedures when it comes to corporate acquisitions, for instance.

Corporate Governance Advice, another key area of a corporate secretary's duties is to

provide advice relating to corporate governance matters. A number of shareholder activists and institutional investors follow organization and the corporate governance practices. It would like organizations to keep them informed about corporate governance practices. The corporate secretary provides input on corporate governance practices at other organization and helps draft principles suitable for an organization based on its needs and investor requirements. It also helps the board draft corporate governance principles and communicates about with outside parties.

Many corporate secretaries are lawyers, and some also serve as an organization general counsel. If a corporate secretary also provides legal advice to an organization, it raises some questions as to whether the communication is subject to attorney-client privilege. If the communication is general corporate and business advice, it is not subject to such a privilege. The Society of Corporate Secretaries and Governance Professionals, a professional association, advises that a corporate secretary wears two hats always distinguish whether providing legal advice or general management advice.

## **Problems in Corporate Communication**

Effective communication is an important part of a successful business. Improper communication can diminish an organization opportunities for managing employees and increasing market share.

**Communicator:** The first problem with corporate communication is the communicator. If does not understand the audience or presents a confusing message, the communication is lost on the listeners.

**Communication Method:** Two types of communication methods are used in business: push and pull. The push method relies on management to push messages down

the communication channels, while the pull method requires employees to use a communication channel to retrieve corporate messages.

**Communication Channels:** Several communication channels exist in the corporate workplace. Email, telephone, memos and bulletin boards are communication channels. Using the incorrect communication channel delay the message and lessen the response time of employees.

**External Noise:** Corporate communication be delivered through communication noise, which is anything that can change the intent of the original message. Communicators avoid preconceived notions or confusing environments when sending messages.

**Audience Size:** An important part of communication understanding the audience receiving the communication. Using technical terms or an informal tone can create distracting messages for the audience, delaying the expected results of the communication.

## **Evolution of Corporate communications**

Effective corporate communication involves not only the message itself, but also the medium that carries and delivers it. It's these two components of a communication that dictate whether employees receive and understand it. But don't fool in thinking that there's some long process of deliberation when all receive one of all messages. Most corporate communications grab the attention of an employee for no more than a few seconds — if at all. It's within that very narrow window of opportunity that all decide whether to read something or toss it aside.

Employees are processing more information than ever before — information dealing with their projects, their clients, and their industry as a whole. With all this information

competing for employees' attention, does a single corporate communication stand a chance of making it through?

### **Effective Communication**

Organizations struggled to find the best way to get organization communications to all employees for years. All communications can range from notices of service interruptions to announcements of corporate events. But is anyone really listening? Communication is a two-way street; it requires a sender and a receiver. If no one is listening, it is just a crazy person talking.

Anyone involved with corporate communications needs to be aware of all receivers' habits and idiosyncrasies before deciding on message and medium. It wouldn't make sense to use technology-based communications with an audience not tech-savvy without first providing them with adequate training; or to post an important announcement on a bulletin board when most users rely solely on an intranet for news. An understanding of the audience helps determine the best medium to use in order to get your message across.

Posting corporate communications on an intranet requires employees to access the system repeatedly because all won't know when new information is posted. There's a good chance that some employees miss an important announcement because all were busy with other things and don't get the chance to check when the communication was posted.

## **Corporate Communication Tips**

Successful Corporation is effective communication, without it, misunderstandings can be extensive, resulting in loss of employee morale and valuable clients. Email is the most frequently used form of corporate communication. Before typing an email remember that reader has other tasks to attend to. A confusing email makes for difficult reading, so make

concise, clear and interesting.

### **Responsibility in Corporate Communication**

Jobs in corporate communications allow interaction in various functions. Corporations rely on corporate communications professionals to contribute to advertising, marketing and public relations efforts. Experience in corporate communications can also provide jobholders with the opportunity to join other departments within the organization, and join organizations that specialize in public relations and advertising.

### **Public Relations**

Public relations professionals are responsible for maintaining a positive public image for organization. Develop and oversee activities that ensure that client, consumers and the public at large view the organization in a favorable light. Areas of responsibility include development of organization position statements, research reports and “white papers” on topics that have a direct impact on the organization. Serve as corporate representatives at events, conferences and trade association activities, and report to members of the organization executive leadership team. A bachelor’s degree JMC or more is required to apply and obtain a public relations position within most major corporations.

### **Media Relations**

Corporations increasingly require qualified professionals to handle media relations responsibilities. Media relations positions require a degree in journalism and mass communication or communications. In addition, the ability to develop effective press releases and field media inquiries is mandatory. Media relations positions also require the ability to address the media, appear on-camera and to coach organization executives and prepare “talking points” for press conferences and respond to media inquiries.

### **Internal Communications**

Internal communications positions fulfill responsibilities to develop employee



newsletters, online intranet communications and development of communications vehicles such as organization annual reports. Most positions are for writers and graphic designers. A degree in journalism and mass communication or graphic design is required, along with a portfolio to demonstrate specific work.

### **Community Relations**

Community relations personnel play a vital role in ensuring that the corporation is viewed favorably in the communities it serves. Efforts are often centered on maintaining a favorable relationship with city, county and state government agencies. Job candidates require backgrounds in community service, public affairs and public relations.

### **Corporate Social Responsibility**

Many major corporations now dedicated personnel to fulfill the social and corporate responsibility missions. This can include what a national fast food chain is doing to combat juvenile obesity to what a bank is doing to educate consumers on how to improve the credit scores so they can get a home loan. Jobs require skill-sets and educational degrees in public affairs, public relations, marketing and journalism and mass communication. Many jobholders transfer to this area or are specifically assigned to guide and direct corporate social responsibility efforts.

### **Digital Communications**

Organization seeks and hire with technology expertise to develop, manage and consistently monitor the internal and external digital communications. Positions are sought for IT managers for internal and intranet communications, website developers, designers, writers, search engine optimization (SEO) and e-commerce specialists. Employees in the areas of responsibilities are relied upon to develop corporate websites and e-commerce applications to align with overall marketing and advertising strategies, and to ensure that internal and external digital communications are strategic, safe and secure for the organization and website visitors.

# 6

## Media Relations and Corporate Branding

- Manage Corporate Branding
- Corporate Identity
- Corporate Image & Corporate Identity
- Develop a Corporate Identity System
- Design the Corporate Communication
- Managing Corporate Identity

## **Manage Corporate Branding**

Corporate branding necessitates a different management approach. It requires greater emphasis on factors internal to the organisation, paying greater attention to the role of employees in the brand building process. Corporate branding involves multiple stakeholders interacting with numerous staff across many departments in an organisation. Effective corporate branding requires consistent messages about a brand's identity and uniform delivery across all stakeholder groups to create a favourable brand reputation. Corporate branding requires increased emphasis on internal brand resources to present an organization brand identity to stakeholders. Identity-reputation gap model of brand management conceptualises brand building as the process of narrowing the gap between brand identity and brand reputation. Employees' play a crucial role in the brand building process and managers can further handle the brand potential by motivated to achieve greater equivalence among members of the brand team and between the team and other employees. It is therefore crucial that corporate marketers adopt a planning perspective which incorporates both internal, organization marketing as well as the traditional, external perspective to ensure that there is synergy between employees' actions, resulting in optimising consumers' satisfaction. Organisations also need to pay attention to the composition of the brand teams and be aware of the strengths and weaknesses. The increasing heterogeneity of brand teams under corporate branding should enhance the resources of the brand team, but require greater emphasis on integration to arrive at matching brand perceptions. Organisations should then consider initiating internal programmes to communicate the brand's identity to employees. Brand identity and the internal factors believe influence brand perceptions and performance.

## **Corporate Identity**

The corporate identity is based on the organization products and philosophy. It is important to understand what the corporate identity means to be able to reflect it on organization advertising, branding, promotions, logos and print etc. The corporate identity transmits the elements are about the organization, It is the organization, what does the organization, shaped by the firm's strategic environment and strategic choices, identity is crafted by the firm's organization and cultural conditions and dimension includes the organization core values. All elements are identity the often implicit and subconscious. It is important on occasion to identify and reflect on the elements of corporate identity and the relevance and value in a changing business environment. Corporate identity along with a concern towards the topics above creates a unity for the organization visual elements. Organization buildings, offices and transports are using the same color scheme of the logo, stationary, marketing campaign and website. So, it is important to consider building the corporate identity and understand it be the base for many developments and stationeries in the organization. Also, it lasts for a long time and holds the organization message to the world inside a few lines of a logo or color scheme.

## **Corporate Image & Corporate Identity**

Corporate image and corporate identity are two key marketing tools. The creation of both for a business utilizes personnel from marketing, branding, design and copywriting and draws greatly on behavioral psychology. In a global marketplace, crowded with brands, it is the elements of image and identity that attract attention, maintain consumer fidelity, and, overall, sustain business success. The essential difference between the two is this: corporate image is the public perception of the organization, whereas, corporate identity is how the organization wants to be apparent by the public. Corporate identity concerns an organization visual appearance. The organization logo is a central part

of this, as are website design, annual report, stationery and electronic signage, retail outlet design and other items, such as mugs and pens, produced by the organization as client gifts. Organizations tend to modify the corporate identity at intervals. Thoroughly changing organization visuals is not recommended as it confuses consumers and leads to perceptions of instability and a change in organization values. Innovation of the corporate identity is more effective the core visuals remain easily recognizable. Maintaining building of corporate image requires some different methods and skills to those used in creating corporate identity. The corporate image is public perception, and handling that perception is essential. Public relations personnel protect and promote the corporate identity to create a corporate image in people's minds. The ultimate aim of an organization is the exact alignment of corporate identity with corporate image, that is, the public views the organization exactly as the organization wants to be seen. Corporate image and corporate identity are both facets of establishing a brand. Brand identity is more important, overall, than either of these two tools, which support the brand. Proposition includes brand benefits, performance, values, quality and customer service. Brand identity gives products a personality and set of values that establish it in the consumer's mind as embodying these things. Brand image, by contrast, is how consumers perceive a brand, overall. Organization work on the consumer experience to maintain brand image and ensure that consumers think about the brand in the way an organization wants them to.

## **Develop a Corporate Identity System**

A corporate-identity system is an approach to managing an organization's visual standards with the aim of ensuring a common, consistent look and feel for all communications. The most common task in corporate identity is the design of the logo, colors and typography. Corporate identity is much wider role of one of the main tools for expressing an organization's capability and business strategy to its customers, employees and stakeholders.

Relate identity to corporate strategy. Before developing the visual elements, review the organization's current position and future direction. Set up a team to develop and manage the corporate-identity program. The team should include senior executives, as well as creative members from design, marketing and public-relations disciplines. Develop a brief and project plan for an in-house team or creative corporate-identity consultancy.

Design visual elements, for logos, colors, typeface and other elements go from initial concepts through detailed design development to finished artwork. Implement the designs across the organization. Apply the new standards to stationery, signage, advertising, web content and any other visual elements. Provide guidelines on visual standards for users and suppliers, such as design or advertising agencies, printers or sign manufacturers. This would normally take the form of a printed or online corporate identity manual that includes detailed instructions for using all elements of the identity system. Launch the new identity to internal and external audiences. Explain the changes and strategy behind the program. Carry out research after the launch to assess awareness and attitude to the new corporate identity design.

## **Design the Corporate Communication**

Corporate communication concerns the many ways an organization generates messages, both internally and externally. This field expands rapidly with continuous developments of new communication, such as social media, mobile and electronic technologies. The common factor is that each type of communication represents the organization image. Without standardization of messaging, consumers can become confused about what a firm represents. Corporate communication involves not only the content of each message that is transmitted, the discipline also deals with designing how the message be communicated. Corporate communication design requires working with both old and new concepts. Corporate planning a new branding campaign work with a beautiful design

add professionalism and elegance to organization corporate communication materials like brochure, leaflet, logo, advertising, promotions and marketing campaign, design for print, display & exhibitions, pop, copywriting, photography, illustration etc.. Standards of corporate communication required in different industries and the standards can differ from one region to another and from one time to another. Corporate communication is either external or internal. External communication involves exchanging information with external entities like suppliers, vendors, customers, consultants and franchises. Internal communication involves the exchange of information with employees, partners and resources. Communicating with these entities should be in a way that adheres to organization policy. Communication is important for help a corporation build its brand value. Logos design is important in creating a corporate identity because all allow customers to identify a corporation easily. A logo design can include a specific symbol, font and colors, unique to the corporation's brand. Packages are another means of corporate communication and after completing the organization logo, can design a corporate package that includes all the elements of business brand. The print options for a corporate package include letterheads and envelopes, business cards, invoices and advertisements in addition to promotional material. The organization logo is also useful for creating internet corporate packages, which include email templates, document templates and the organization website. First impressions are everything. With good corporate identity logo design can inspire trust in clients and customers. In the blink of an eye, it gives an idea of what organization is about and where it is going. A communicative logo helps inform others about what corporation does. Direct and consistent interest in the media is vital for an organization success. Corporate identity guidelines should include guidelines on logos, trademarks, slogans and jingles, which are intellectual options for gaining the attention of viewers.

## **Managing Corporate Identity**

Elements of corporate identity include the corporate name, logo, color scheme, fonts and slogan/ tagline, which are designed and convey the corporate objectives which are visibly manifested and represented. It is used all over the world and the organization corporate identity is recognized in the forms of signs, advertisement, uniforms and product packages. The key to success managing corporate identity becomes significantly important to deliver clear corporate objectives and maintain consistent use as the organization grows. It is able to point where is the problem area in the organization when facing the issues in corporate identity. It is a guide for all the just start up the organization or plan to start. Meet the corporate identity guidelines. Throughout any applications in marketing campaign matters, the corporate identity is to maintain consistency. Guidelines specify usage of the name, logo, colors, fonts and slogan/ tagline. Review applications used on business cards, stationary, brochures, websites, advertisements, signs, building, uniforms and any promotional items. Create easy accessibility to the most updated corporate identity from creative department to the organizations assets directory/Intranet. Keep the corporate identity familiar and easily recognizable to the public. Do not change symbolism accidentally. The key is stability in the image itself. When start corporate identity must stick with it.



# Corporate Management

- Role of the Board of Directors
- Structure of Board of Directors
- Choose an Executive Board
- Role of Executive Board Members
- Executive Board Member
- Top Managements of CEO Vs Board of Directors

## **Role of the Board of Directors**

A corporate board of directors oversees numerous aspects of a corporation. Legally, the board acts on behalf of the shareholders and make decisions based on shareholder benefit. Some board members are typically organization employees, others are outside directors sometimes vendors or investors. All with questions about director rights and responsibilities should seek legal advice.

Function, boards of directors evolved as a response to the system, irregular to corporations, of separating ownership from control. Corporate ownership is held by shareholders, but most shareholders do not take an active role in managing the corporation and so are not in an effective position to protect the own interests. The primary function of the corporate board is to watch over the corporation with the shareholders' interests in mind. Modern corporate case law equates shareholder interest with shareholder profit; the corporate boards manage the business so as to maximize each shareholder's return. Typical board function can always be altered if the shareholders should decide to change the corporation's articles of incorporation or bylaws.

Election, shareholders elect each director to the board, and director elections are generally staggered. The articles of incorporation or bylaws should set out the term of each director's tenure in office. Management Supervision, one of the board's most important functions is management supervision. Shareholders do not make the important operation decisions that steer the organization; management (meaning, the corporation's executives) does. Managers are often shareholders themselves, a manager's role as an employee, rather than merely a shareholder, influence the motivation to make certain decisions. Therefore, the boards approve major management decisions and decide whether all decisions represent the best interest of the shareholder. Voting, should management wish to take an action outside the normal course of business, it submits that action to the board of directors for a

vote. Individual corporations define the voting procedures in the articles of incorporation or bylaws; however, typically a majority or two-thirds board vote is required for approval. Directors often vote at regularly scheduled meetings (often every few months.)

Internal Controls, corporate board increased responsibility for overseeing the corporation's accounting and auditing procedures. Boards often break into smaller, individualized committees for specific functions (such as legal and executive). Each public corporation's board creates an audit committee, made up entirely of outside directors. The committee, and the board as a whole, the responsibility of ensuring that the corporation's accounting procedures conform to both accounting and securities law.

## **Structure of Board of Directors**

State regulations require many organizations to have a board of directors, depending on the business' structure, such as whether it is a non-profit or corporation. Small-business start-ups require one director; as organization grow larger, boards grow to include positions as executives, secretary, financial executive or president. Once business status determines board-member needs, organization choose whether to an "inside or "outside" board. Inside boards contain organization friends, workers or family members. Outside boards comprise community members with no affiliation to the organization should have expertise in certain areas.

Learn what board structure the organization needs. Organizations attorney research by laws that indicate what the state's board requirements are according to what form of business is at hand. Most states typically require a minimum of three board members. Corporations should board members the represent areas like executive, audit, finance, corporate, strategy and law. Decide the boards contain "inside" or "outside" members.

Start with a working board of directors in the business' initial stages. Working board members often play a significant role in the business and hold important information on daily operations. Working board members include a financial director, human resources director and organization CEO or Chairperson. Once the business grows, the board evolve beside it and recruitment outside the organization begins. Find board members using personal meetings, advertisements or recruiters. Seek qualities such as commitment, service, scrutiny, enthusiasm, knowledge and accountability. Choose members for their expertise to provide optimal service for the organization. A larger board begins to clarify the organizations direction and outside input is favored. Organization outgrows its second board stage, a governing board should develop. It reached the stage the organization becomes a publicly traded entity.

Determine what roles current board members fulfill. Recruitment of further members is required to fill positions. A governing board chooses executives, declares dividends, approves shares and monitors financial activities. A governing board's duties carry great importance in the business' success. Board grows to this point, other staffers, such as administrative assistants, be hired.

## **Choose an Executive Board**

Choose vice president first. Even though the founder usually it the right to choose the entire first executive board it is nice to another person's point of view on the big decisions. Pick a member with great communication skills for the secretary position. Candidate often is responsible for newsletters and group wide communication. Find members with skills in math and accounting for the treasurer position and any chairperson spots open, schedule first board meeting.

## **Role of Executive Board Members**

Executive board members (often called the “board of directors” in for-profit ventures) different roles in different organizations. Almost universally, all evaluate the chief executive officer (CEO) or the executive director and establish strategy for the organization. All are not staff members of the organization.

The Function of Executive Boards, an executive board sets the strategy for an organization (such as a mission statement), evaluates the executive director or CEO and creates policy. Executive board members should not micro-manage the CEO or executive director: it would include interfering with spending, hiring and firing decisions or other day-to-day affairs.

The Role of a Member of an Executive Board, a member of an executive board or may not have a specific focus, such as marketing. The role of the individual on an executive board is to support the strategy and to support the staff, such as the CEO or executive director. Individuals often network with other members and, in non-profit organizations, raise funds.

Executive Boards in the Non-Profit Sector, in the non-profit sector, members of executive boards are often more personally invested in the organization than all in the for-profit sector. Board is not careful; it can lead to a dysfunctional organization, since the board often becomes involved in the business of running the organization, as opposed to setting its goals. Non-profit boards spend much of all time raising funds for all organizations.

Executive Boards in For-Profit Companies, an executive board in a for-profit organization is often called a board of directors. The CEO answers the body, although the board is not boss of the CEO. Instead, its job is to monitor the organizations progress and to set strategy for future success, while the CEO implements the strategy in whatever way employees sees fit.

Potential Pitfalls for an Executive Board, serious problems are caused the members of an executive board see themselves as supervisors, overstep the boundaries or fail to properly set strategy. Especially in the non-profit sector, board members step back and look out for the long-term health of the organization.

## **Executive Board Member**

An executive board member sits on an organizations board of directors and advises current organization management on the business operations. Publicly held organizations have a board of directors, other organizations--especially hospitals, educational institutions and non-profit groups- have an advisory board as well.

Definition, an executive board member is an individual chosen for an organizations board of directors, which oversee the current organization management. The board members are bound by the organizational by laws regarding electing members, reviewing current management, governing organization policies and approving budgets. The board of directors also serves the shareholders, ensuring that the organization is generating profits and increasing in economic value.

Qualifications, individual board members are usually people are familiar with the industry with which the organization is affiliated. While a board member does not need to have a business background, individuals selected have a specific skill set that adds validity to the board of directors. Former politicians, high-level academics and executive management are usually selected as board members.

Duties, an executive board member can have a wide range of responsibilities for an organization. It usually reviews organization performance and the effectiveness of current executive management. Organization is operating below standard, the board

make recommendations to improve operations. Some individual members focus on parts of the organization relating to the expertise and provide guidance on all issues. Common law dictates that the entire board the meetings to discuss business issues and a quorum be present prior to voting.

Fiduciary Duties, executive board members have a fiduciary duty relating to outside investors regarding the organization financial health. In order to provide an objective view of the organization, board members cannot have any conflicts of interest with the organization. Excessive compensation, stock options or kickbacks are illegal because they will impair the Board when voting on important organization issues. Information on board members be disclosed to outside investors to obtain a high level of transparency regarding the individuals advising organization management.

Board Failures, Board of directors is usually filled with reliable and trustworthy individuals, misleading information be given to the board. Management it present negative information in a positive way, hoping that the board continue to approve current operations. Additionally, board members only meet a few times a year, all not know each other very well and not understand the organization culture. This can create board members the do not want to cause strife during the meetings and simply accept organization information as presented.

## **Top Managements of CEO Vs Board of Directors**

The board of directors broadly oversees organizations activities. The organization chief executive officer (CEO) reports to the board of directors and acts as a liaison between the organization and the board. All are corporate CEOs, entrepreneurial CEOs and CEOs for medium-size organization. A board of directors also is known as a board of trustees. The CEO is high-level responsibilities over all the management activities of an organization.

Some of the functions of the board of directors include approving the annual budget and dealing with stakeholders. Members of the board of directors are elected or appointed, and the activities are determined by an organization by laws. CEOs are appointed by the board of directors. The board also reviews a CEO's job performance. CEO is the face of an organization and takes the hit or pat on the back if an organization fails or succeeds. The board of directors is there to steer an organization in the right direction.



# Managing Corporate Minutes and Meetings

- Write the Corporate Minutes
- Reflect the Corporate Minutes
- Prepare the Corporate Minutes
- Create the Corporate Minutes
- Write the Corporate Annual Minutes
- How to Write a Speech to a Board of Directors
- Write Minutes for the Board of Directors
- How to Write Board Meeting Minutes
- Write in the Minutes the Seconded in a Meeting
- Write an Objection in Meeting Minutes

## **Write the Corporate Minutes**

Corporate minutes are an essential part of corporate records. All serve as a historical record to the board of directors of what transpired at a board meeting. The following is what should be typically contained in corporate minutes. Other items of business also are considered at a board meeting. Include in the first few paragraphs the date, time and place of the meeting. Specify in the minutes what the purpose of the meeting was and whether notice to the directors was required, given or waived. Next, list all board members are present, the officer is presiding and the person taking the minutes. List a brief statement whether the minutes of the last board meeting were approved or amended. List the officers' actions for the prior year and state the actions taken at the current meeting. The final paragraph is that the meeting is now adjourned and list the date, time and place of the next meeting. If the corporate meeting is an annual meeting of the board of directors, then the minutes should include the election of officers and directors and the issuance of stock to the new or existing shareholders. Distribute the minutes to the directors for approval to be inserted into the corporation record book.

## **Reflect the Corporate Minutes**

In most states, corporations are required to keep a record of corporate minutes. The purpose of corporate minutes is to protect shareholders and inform internal and external users of corporate directives. Keeping the corporate minutes up-to-date creates a paper trail that allows users to review corporate transactions and activities.

Corporate Decisions, corporate minutes reflect the decisions and actions taken by shareholders and board members during the course of a corporate meeting. Recording the actual decision is the most important part of keeping corporate minutes. Corporate minutes are written for the benefit of shareholders, members and board members. Corporate minutes should have the date and time of the meeting. In addition, there should

be a record of who was present. In some cases, it must record a notice of purpose, which states the reason for the meeting. Identify the presiding officer and individual responsible for recording corporate minutes.

Protection, due to liability concerns, many corporations have a less is better attitude when it comes to recording corporate minutes. Keeping good corporate minutes can help protect the liability of shareholders and board members. In most cases, don't include the manner in which a decision was made unless it helps establish the absence of duty of care. Furthermore, all corporations must keep corporate minutes to keep operating as a corporation. If it fails to keep corporate minutes, the corporation's shareholders lose the liability protection.

## **Prepare the Corporate Minutes**

Corporate minutes are an official record of an organization. Maintaining accurate minutes is crucial, as all create a legal record of the actions and proceedings of a corporation or other organization. If been put in charge of keeping track of corporate minutes for board meetings or other corporate planning meetings, it is crucial to understand how to prepare corporate minutes.

Write down the type of meeting that the corporation is having, such as regular, emergency, etc. Write down the name of the corporation, the date of the meeting, the start time, and location. Write down the name of the presiding officer, CEO or other individual leading the meeting, as well as the name of the secretary and the number of people present at the meeting. Write down what action be taken, if any, on the minutes recorded from the previous meeting that was held, as well as the date of the previous meeting.

Outline the first motion or action point in a separate paragraph. Discuss the points in

order of discussion, including the strategies necessary to fulfill the action point. When a motion or action is put to a vote, take note of the wording of the motions, whether the motion passed or failed, along with the votes counted during the business meeting. Do this for each subsequent action put to a vote or brought up for discussion for the corporate meeting. Each business person in attendance with voting rights for the organization should have vote recorded. Make a note of any appeals made and whether or not the action topic is on the agenda for the next meeting. Make a note of the hour of adjournment for the corporate meeting. Attach any committee reports, officer's reports, written motions and applicable correspondence to the corporate minutes.

Bring the corporate minutes to the next meeting and prepared. After the minutes have been approved by the corporate officers, all should be signed by the secretary and the Chairperson or CEO of the corporation. The word "Approved" and the date of final approval of the corporate minutes should be noted. Keep the signed corporate minutes in an official minute's book at the headquarters of the business.

## **Create the Corporate Minutes**

Corporate minutes are the legal record of decisions made by an organization board of directors. The corporate secretary is a member of the board and duty to take minutes of each meeting and keep them in a file for review.

Take notes during the meeting using the method that is quickest, most accurate and easiest. Use a laptop and just fill in a template that includes the agenda. Recording the meeting using a digital recorder or taking notes in shorthand for use later in writing formal meeting minutes are also common methods. Note the time the meeting is called to order and by whom. The chairperson call roll and should list those in attendance as well as those who are absent. Any guests present at the meeting should also be listed. Present

the minutes of the previous meeting and call for the adoption. This should be noted in the document in the following manner: [name] presented the minutes of the [date] meeting and called for the adoption. [Name of seconder] seconded the motion. A vote was taken: [number] in favor, [number] against. The motion [passed or failed]. Record any discussions by indicating the name of the person and state the question. Record the name of each person participating and a brief statement of the comments. Only the most important points should be included in the minutes. Many discussions can be noted by simply stating, a discussion ensued and a vote was taken. Record every vote by indicating proposed the motion, seconded the motion, whether the vote was by acclamation, by hand or by written ballot, and the number of votes for and against. Report all actions under the headings "Reports" (including Treasurer's Report and Committee Reports), "Old Business", "New Business" and "Special Discussion". Conclude the minutes with a notation of the time the meeting was adjourned and by whom. Indicate when and where the next meeting would take place if it been decided.

## **Write the Corporate Annual Minutes**

Corporations annual minutes are creatures of state law and are according to the state's business laws. This means that certain formalities be adhered to. Corporations, have regular meetings, including an annual meeting. To prove all formalities are being kept, meeting minutes record the actions that occur during the meetings. Meeting minutes describe the persons present at the meeting and what occurred. To help in this process, review annual meeting minutes from existing corporations and follow the format in the documents.

Title the document "Annual Meeting Minutes of [Organization Name]." Beneath the title, write the date of the meeting and where it took place. Record is present at the meeting. A simple "Present:" followed by the names of the attending the meeting suffice. Record, it

called the meeting to order. Write “Meeting called to order at [time] by [name of person calling meeting to order].” Describe the business handled at the meeting. Often, the annual meeting discusses new business that arose from the last regularly scheduled meeting and addresses the year in general for the corporation. Reports are given by various individuals, including the treasurer and chief executive officer (CEO). Use bullet points to highlight the key points that result from discussion during the meeting. Record when the meeting was adjourned and it wrote the minutes. Keep the minutes with the other corporate records.

## **How to Write a Speech to a Board of Directors**

Presenting a speech to a board of directors seem terrifying at first, but if dissect the process, it is more manageable. The art of presenting a good speech is to be confident about what have to say, to be well prepared and to know audience. The more speeches write and more skilled become. So start with speech to a board of directors now, with the aim of being ready to speak at the next annual general meeting.

Identify the purpose of the speech. Speech to the board of directors is to present the results of a marketing campaign, it as different from what would write if have been appointed to the board and are introducing self. Write for audience. Find out is on the board, and do some background research on them. The more informed are about the listeners, the easier it is to insert comments into the speech that appeal to them, both personally and professionally. Near the beginning of speech, state whether board members can ask questions as go along or whether would prefer all hold them for the end. If the board has less than ten members, questions as go along are fine. For a larger audience, ask them to hold their questions until the end of presentation.

Tell the board what are going to tell them. Outline where speech is going to go so that audience can anticipate the general direction of topic. Then stay focused and on track

so that don't confuse listeners. Remind them that are on track. Use connecting phrases like "as mentioned earlier" or "to remind." When are delivering the speech, it can watch for body language clues to determine whether the board members are following the presentation. Deliver the speech to self in front of a mirror to see how come across to the audience. Record it self, and then play back speech to assess it for tone and clarity.

## **Write Minutes for the Board of Directors**

Nonprofit organization or a for-profit business, a board of directors holds regular meetings on behalf of the organization. Traditionally, the board appoints a secretary to takes minutes or notes, at each meeting. All minutes detail all events and conversations during each board meeting and serve as official documentation of the board's activities.

Keep a notebook of minutes or type notes directly into a computer during the meeting. Title the page with the organization name, the date, time and meeting location. Write the names of all members are present at the meeting as well as those who are absent. Include first and last names and titles when possible. Record the time that meeting is called to order and by whom. Take detailed notes as various board members and committee chairperson share during the meeting. Organize the notes using headings, subheads and bullet points. Record the time that meeting is adjourned. Write the name as the person the submitted the minutes. Send a typed copy of the minutes to each board member within a week. Include the time, date and location for the next board meeting.

## **How to Write Board Meeting Minutes**

As usual, not too many people attended the meeting. All were in the process of electing board members. Just then someone raised the hand and nominated for secretary. Really did not want to be secretary, but due to limited attendance, there was no one else to fill

the position. Board meeting agenda, the first step to writing board minutes is the heading. Included in the heading is the title of the organization, date, time, and location. Heading could be:

**Ritu Nanda Insurance Service Pvt. Ltd.**

**Board Meeting Minutes**

**May 07, 2011**

**Board of Director's Meeting called to order: 2:30pm**

**202 Okhla Industrial Estate, Phase-III, New Delhi, India**

Board meeting minutes format, the second step is the body. The first half of the body would include members present, homeowners present, reading of the previous meeting minutes, and motion to approve minutes as read. The first half of the body could be:

**Members present:**

**Homeowners present:**

**RNIS declared by: CEO**

Reading of the Previous Meeting Minutes: Dated 7 February 2011

In this section, read the notes that took from the meeting.

- Motion to approve minutes as read. Approved 5:20pm

Board meeting agenda format, the third step is the second half of the body. The second half of the body would include reports from the CFO, CEO, Corporate Head, old business, and any new business that needs to be discussed.

The first half of the body could be:

**CEO Report:**

**CFO Report:**

**Corporate Head Report:**

**Old Business:**

**New Business:**



Board meeting protocol, conclude writing the board meeting minutes, include the time meeting started and ended. In addition, it can also include information about the next board meeting. The conclusion could be

Executive session called at 7:13pm

Executive session ended at 8:30pm

Next board meeting: 7 August 2011 6:30pm - 8:30 pm at 202 Okhla Industrial Estate, Phase-III, New Delhi, India

## **Write in the Minutes the Seconded in a Meeting**

The majority of businesses have regular meetings, and board meetings are minuted to record what was discussed and any motions made. It is important that minutes are taken and recorded of each meeting to provide material for future reference, especially when clarity is required. In many meetings, motions are made by various attendees. All are often seconded by another party in agreement, but on some occasions the motion is not seconded. That also needs to be recorded in the meeting minutes. Write the subject title or agenda item within which the motion was made. Write the word "Motion," followed by a colon and a brief explanation of the motion and the person made it. "Motion: Moved by Mr. Pradeep Chaprana, that maintenance work to the landscaped areas should be carried out fortnightly instead of weekly." Normally, would record the name of the person who seconded the motion. This is simply omitted when no seconder is present. Beneath the summary of the motion, write "Motion failed."

## **Write an Objection in Meeting Minutes**

Writing an objection in meeting minutes can be one of the hardest parts of the minutes if concerned about hurting the boards feeling. Minutes are an official record kept by an organization and can be used as a legal record so there for everything on the meeting

minutes should be as accurate as possible.

Minutes are meant to give an outline of what happened in the meeting, not a record of said what. Other wise if the discussions get heated, the minute does not have to include any thing but be saying a discussion followed. Avoid saying he said or she said. Board is their own way of doing things. Some boards want to have written it made an objection while others do not. Instead of saying "Mr. X" said he objected, say "Mr X" objected. If names are not necessary write an objection was made. When a group objects a motion say the board of majority objected or all opposed. If the vote was counted, the count should be recorded. Keep the meeting minutes boring. Do not try to ad verbs and put opinions in the minutes.

# Corporate Creative Communications

- What is the Advertising
- How Advertising Works
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- Types of Advertising
- Creative and Message Strategy
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- 5 Step Formula Based on Work of Advertisement
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## **What is the Advertising**

Advertising promotes a product, service or event to its target audience. A target audience is the portion of the general public that products, services or events were created for to fill a desire or need in the marketplace. Broadcast ads are television and radio commercials. Though television commercials draw attention to the promotion of products and services by the use of pictures and sound, radio ads must reach the target audience exclusively through the power of sound.

Print advertising refers to ads in printed form such as those in magazines, newspapers and fliers. The copy and artwork must work together to hold the reader's interest. Advertisers advertise their products or services in publications that are read by their target audience — that is, the people most likely to want need and buy their particular product or service. Print advertising can also include community directories such as those published by a city's chamber of commerce, posters designed to advertise and promote an upcoming event and direct mail promotions mailed to consumers' homes. Internet advertising includes ads on websites, whether these are the small click-on types or the colorful banner advertisements at the top of a website. Internet marketing is the use of websites to market products or services to consumers or other businesses. Email marketing reaches potential customers through emails containing product information and special offers.

### **Definition of Advertising**

Advertising is bringing a product (or service) to the attention of potential and current customers. Advertising is focused on one particular product or service. Thus, an advertising plan for one product might be very different than that for another product. Advertising is typically done with signs, brochures, commercials, direct mailings or e-mail messages, personal contact, etc.

**Definition of Promotion**

Promotion keeps the product in the minds of the customer and helps stimulate demand for the product. Promotion involves ongoing advertising and publicity (mention in the press). The ongoing activities of advertising, sales and public relations are often considered aspects of promotions.

**Definition of Marketing**

Marketing is the wide range of activities involved in making sure it is continuing to meet the needs of the customers and getting value in return. Marketing is usually focused on one product or service. Thus, a marketing plan for one product might be very different than that for another product. Marketing activities include “inbound marketing,” such as market research to find out, for example, what groups of potential customers exist, what their needs are, which of those needs can meet, how should meet them, etc. Inbound marketing also includes analyzing the competition, positioning the new product or service (finding the market niche), and pricing the products and services. “Outbound marketing” includes promoting a product through continued advertising, promotions, public relations and sales.

**Definition of Public relations**

Public relations include ongoing activities to ensure the overall organisation a strong public image. Public relations activities include helping the public to understand the organization and its products. Often, public relations are conducted through the media, it is, newspapers, television, magazines, etc. As noted above, public relations are often considered as one of the primary activities included in promotions.

**Definition of Publicity**

Publicity is mention in the media. Organizations usually have little control over the message in the media, at least, not as they do in advertising.

**Definition of Sales**

Sales involves most or many of the following activities, including cultivating prospective buyers (or leads) in a market segment; conveying the features, advantages and benefits of a product or service to the lead; and closing the sale (or coming to agreement on pricing and services). A sales plan for one product might be very different than that for another product.

**People who are concerned with marketing deal with:**

- 1. Market research**
- 2. Product development**
- 3. Promotion**

**1. Market Research**

The main idea of market research is, to find out whether a product is needed. Market research is often carried out by specialist organisations, people make market surveys and customer tests to find out preferences in design, quality, colour and taste. The information is used to decide whether to produce a product, how much it should cost and how it should be promoted.

**2. Product Development**

There are two ways of product development. On the one hand the product-oriented organization and on the other hand the market-oriented organization. Product-oriented organizations invest a lot of money and time in finding new or improved goods to sell them on the market. It is a very risky form of product development, because organizations might not sell the new goods. So people lost a lot of money. Market-oriented organizations want to find out what is needed and then people try to develop new ways of production or new goods.

### **3. Promotion**

Promotion is very important because however good a product is, it is not find any buyers, if no one knows about it. If it wants to sell a specialised product, all have to do is to write to people or organization, which are known to be interested or place an advertisement in a trade magazine. If people are not able to do this on self, it can instruct an advertising agency. They have the experts who can make a successful campaign. They know how, when and where the message should be transmitted to reach most people of the target group.

#### **Advertising Media**

The best times for commercials are the times at which people wait for something special like the news or sports. At these times advertising can be very successful, but it is also very expensive.

#### **TV-Commercials**

TV is one of the most powerful advertising medium, because it can get very detailed information about a product. Depending on the target group has to decide the time, when the spot shall be shown.

#### **Print Advertising**

The layout and the text are also very important parts of newspaper and magazine advertisements. The layout take the readers look at the main information, and the text is just to inform interested people.

#### **Direct Mailing**

Direct mailing is another form of advertising. The organization gets the list of names and addresses send leaflets to those people who might be interested in their products.

#### **Advantages and Disadvantages**

The main advantage of advertising is that it reaches a vast audience and the main

disadvantage is that do not control the medium use or even the message once it has been disseminated. If think about it, advertising is an essential part of our world and is the only way billions of people find out about products, services, events, ideas and other valuable information that they would otherwise be ignorant of. Most consumers tell that advertising is, indeed, very important but at the same time traditional advertising has been losing its power for many years and today the majority of consumers also tell that they think more negatively about advertising than before and that they are bombarded by too many sales and marketing messages, a lot of which are simply irrelevant to them. Putting aside the practice of false, misleading or deceptive advertising, the cost of advertising and complete variety of advertising channels today is another major disadvantage for many businesses. Work as a sales and marketing professional is to put in the work to analyze the marketing and figure out the best ways to reach the most people. While the variety of advertising options available to can appear overwhelming, it means that what is advertising now includes a lot of low-cost option that were not available to organization of the past. By studying the customer, the organizational strengths and weaknesses and the market, it is possible to use creativity instead of lots of time and money in order to increase the bottom line results.

## **How Advertising Works**

Advertising is a very complex business. As already seen, a range of diverse activities are involved. It calls for a variety of disciplines. There are different organizations involved. There are probably few activities or businesses as complex as advertising. It is not the number and variety of activities or the types of skills involved that 'account for the complexity of advertising. It is the integration of all these activities and skills into a meaningful and purposeful pattern and outcome that accounts for the complexity of advertising.



The complexity itself appears to be different to different components of the advertising business. If have a product or service to sell and seek the help of advertising, the concern is confined only to the promotion of sales, repeat sales and profit. If people are in the media-a publisher of a newspaper or a periodical, the owner of a cinema theatre, or a broadcasting/ telecasting service, street hoarding sites and so on the would look at advertising as a source of revenue for the business, by selling newspaper or periodical or hoarding space, or radio or TV or cinema time. As for the professional body of skilled people-the advertising agency advertising provides an opportunity to apply the skills and talents to use the space or time provided by the media owners to promote the sales of the client's (the advertiser) products or service.

The perception of the complexity of advertising would depend on the nature of the association with it. Are people buying advertising, space or time, selling advertising space or time, seeking advices on how to advertise the products or service, giving such advice, buying specialized services, such as those of a filmmaker or a TV-spot maker or hoarding painter or a printer, providing any of these specialized services including those by the kingpin of advertising business - the advertising agency?

Advertising agencies providing comprehensive service have specialized departments to look after the aspects of marketing communication activities. There are also subsidiaries of advertising agencies, especially for such specialized services. There are independent consultancy services in these areas.

How advertising works, or operates. We shall assume that the advertiser works through an advertising agency. The process could be said to begin with the advertiser providing detailed information to or briefing the advertising agency, about the product or service, its special features or characteristics in relation to competitors, the total market in terms of geographical location and the type of consumers, the advertiser's share of the total

market, what it wants to achieve in the short term and in the long term, its own marketing structure and so on.

The advertising agency is concerned with translating the advertiser's requirements into advertisements, selecting the most effective combination of media for the advertisements and planning their utilization in terms of timing and other factors, production and distribution of the advertising material and evaluating their communication impact.

The media owners have to provide the necessary information about the circulation or reach in both spatial and consumer terms to help the most effective selection of media and ensure that the advertisements are reproduced according to the schedule required by the advertising agency.

It is valuable interested a little more into the relationship among these three main mechanism of advertising business. Advertising is both a profession and a business and is even described as an industry today. The agency provides professional counseling, as do the other specialized services. It demands trained skills. At the same time the agency, and the other organizations connected with advertising, sell their services and the products they design, or manufacture, in competition with others engaged in the same business.

The advertiser is concerned with getting the most out of every paisa it spends on advertising, ultimately spelt out in terms of sales achieved. It is, of course, is conditioned by the efficient performance of the other activities involved in marketing a product or service. The advertising agency is interested in increasing its total revenue. The media owners too are keen to increase their advertisement revenue. There can be a difference of interests. The advertiser would like to keep down its expenditure on advertising. The advertising agency would like to increase the use of its services by the advertisers. It would mean increasing the advertising expenditure routed through the advertising agency. The media owners would like to get the advertiser to buy more space or time at increased costs. The media owners and the advertising agency have one common

objective of making the advertiser spends more.

## **Ethics in Advertising**

Advertising is big business. Billions of dollars are spent each day on advertising. Many industries exist solely due to the influx of money advertising brings in. The entertainment industry, magazines, newspapers and many other media and non-media industries would be significantly changed if all couldn't sell advertising space.

So what line can we draw to tell unethical advertising from ethical advertising? The simplest method is: Does the ad campaign rely on misinformation or misdirection? If the ad lies to the customer promising one thing but then tries to deliver something else, that is unethical.

1. The importance of advertising is "gradually on the increase in modern society." Just as the media of social communication themselves have huge influence everywhere, so advertising, using media as its vehicle, is a persistent, powerful force shaping attitudes and behavior in today's world. The information provided by the media is at the service of the common good. Society has a right to information based on truth, freedom, justice and solidarity. Ethical and moral problems that advertising can and does raise; to point to moral principles that apply to it field; suggest certain steps for the consideration of those professionally involved in advertising, as well as for others in the private sector, and for public officials. Our reason for addressing these matters is simple. In today's society, advertising has a profound impact on how people understand life, the world and themselves, especially in regard to their values and their ways of choosing and behaving.
2. The field of advertising is extremely broad and diverse. In general terms, of course,

an advertisement is simply a public notice meant to convey information and invite patronage or some other response. As that suggests, advertising is two basic purposes: to inform and to persuade, and — while these purposes are distinguishable — both very often are simultaneously present. Advertising is not the same as marketing (the complex of commercial functions involved in transferring goods from producers and consumers) or public relations (the systematic effort to create a favorable public impression or image of some person, group, or entity). In many cases, though, it is a technique or instrument employed by one or both of these. Advertising can be very simple — a local, even neighborhood, phenomenon — or it can be very complex, involving sophisticated research and multimedia campaigns that span the globe. It differs according to its intended audience. Many different media and techniques employed in advertising; advertising itself is of several different kinds: commercial advertising for products and services; public service advertising on behalf of various institutions, programs, and causes; and — a happening of growing importance today — political advertising in the interests of parties and candidates. Making allowance for the differences among the different kinds and methods of advertising, we intend what follows to be applicable to them all.

3. We disagree with the assertion that advertising simply mirrors the attitudes and values of the surrounding culture. No doubt advertising, like the media of social communications in general, does act as a mirror. But, also like media in general, it is a mirror that helps shape the reality it reflects, and sometimes it presents a distorted image of reality. Advertisers are selective about the values and attitudes to be fostered and encouraged, promoting some while ignoring others. It selectivity gives the lie to the notion that advertising does no more than reflect the surrounding culture. The absence from advertising of certain racial and ethnic groups in some multi-racial or multi-ethnic societies can help to create problems of image and identity, especially among those neglected, and the almost inevitable impression

in commercial advertising that an plenty of possessions leads to happiness and fulfillment can be both misleading and frustrating. Advertising also is an indirect but powerful impact on society through its influence on media. Many publications and broadcasting operations depend on advertising revenue for survival. Its often is true of religious media as well as commercial media. For their part, advertisers naturally seek to reach audiences; and the media, striving to deliver audiences to advertisers, must shape their content so to attract audiences of the size and demographic composition sought. It economic dependency of media and the power it confers upon advertisers carries with it serious responsibilities for both.

## **The Benefits of Advertising**

Huge human and material resources are devoted to advertising. Advertising is everywhere in today's world. Even people are not themselves exposed to particular forms of advertising confront a society, a culture — other people — affected for good or ill by advertising messages and techniques of every sort. Some critics view this state of affairs in unrelievedly negative terms. People condemn advertising as a waste of time, talent and money — an essentially parasitic activity. In it view, not only does advertising have no value of its own, but its influence is entirely harmful and corrupting for individuals and society.

There is truth to the criticisms, and we shall make criticisms of our own. Advertising also is significant potential for good, and sometimes it is realized.

**Ways are happens.**

### ***a) Economic Benefits of Advertising***

Advertising an important role in the process by which an economic system guided by moral norms and responsive to the common good contributes to human development. It is a necessary part of the functioning of modern market economies, which today either

exist or are emerging in many parts of the world and which — provided they conform to moral standards based upon integral human development and the common good — currently seem to be the most efficient instrument for utilizing resources and effectively responding to needs. Advertising be a useful tool for sustaining honest and ethically responsible competition that contributes to economic growth in the service of authentic human development. Advertising does it, among other ways, by informing people about the availability of rationally desirable new products and services and improvements in existing ones, helping them to make informed, prudent consumer decisions, contributing to efficiency and the lowering of prices, and stimulating economic progress through the expansion of business and trade. Contribute to the creation of new jobs, higher incomes and a more decent and humane way of life for all. It also helps pay for publications, programming and productions that bring information, entertainment and inspiration to people around the world.

***b) Benefits of Political Advertising***

Political advertising is makes a contribution to democracy analogous to its contribution to economic well being in a market system guided by moral norms. As free and responsible media in a democratic system help to counteract tendencies toward the monopolization of power on the part of oligarchies and special interests, so political advertising is make its contribution by informing people about the ideas and policy proposals of parties and candidates, including new candidates not previously known to the public.

***c) Cultural Benefits of Advertising***

Impact advertising is on media that depend on it for revenue, advertisers have an opportunity to exert a positive influence on decisions about media content. It they do by supporting material of excellent intellectual, artistic and moral quality presented with the public interest in view, and particularly by encouraging and making possible media presentations which are oriented to minorities whose needs might otherwise go unserved. Advertising is itself contributes to the betterment of society by uplifting and

inspiring people and motivating them to act in ways that benefit themselves and others. Advertising is brightens lives simply by being sharp, tasteful and entertaining. Some advertisements are instances of popular art, with an energy and confidence all their own.

***d) Moral and Religious Benefits of Advertising***

In many cases, too, benevolent social institutions, including those of a religious nature, use advertising to communicate their messages — messages of faith, of patriotism, of tolerance, compassion and neighborly service, of charity toward the needy, messages concerning health and education, constructive and helpful messages that educate and motivate people in a variety of beneficial ways.

## **The Harm done by Advertising**

There is nothing essentially good or essentially evil about advertising. It is a tool, an instrument: it is being used well, and it can be used badly. If it can have, and sometimes does have, beneficial results such as those just described, it also can, and often does, have a negative, harmful impact on individuals and society.

***a) Economic Harms of Advertising***

Advertising is betraying its role as a source of information by misrepresentation and by withholding relevant facts. Some times, too, the information function of media can be subverted by advertisers' pressure upon publications or programs not to treat of questions that might prove embarrassing or inconvenient. Advertising is used not simply to inform but to persuade and motivate — to convince people to act in certain ways: buy certain products or services, patronize certain institutions, and the like. It is where particular abuses can occur. The practice of "brand"-related advertising can raise serious problems. Often there are only negligible differences among similar products of different brands, and advertising attempt to move people to act on the basis of irrational motives

("brand loyalty," status, fashion, "sex appeal," etc.) instead of presenting differences in product quality and price as bases for rational choice.

***b) Harms of Political Advertising***

Political advertising is support and assist the working of the democratic process, but it also can frustrate it. It happens when; the costs of advertising limit political competition to wealthy candidates or groups, or require that office-seekers compromise the integrity and independence by over-dependence on special interests for funds. Obstruction of the democratic process also happens when, instead of being a vehicle for honest expositions of candidates' views and records, political advertising seeks to distort the views and records of opponents and unjustly attacks their reputations. It happens when advertising appeals more to people's emotions and base instincts — to selfishness, favoritism and opposition toward others, to racial and ethnic prejudice and the like — rather than to a reasoned sense of justice and the good of all.

***c) Cultural Harms of Advertising***

Advertising also can have a corrupting influence upon culture and cultural values. The spoken of the economic harm can be done to developing nations by advertising that fosters consumerism and destructive patterns of consumption. Consider also the cultural injury done to these nations and the peoples by advertising whose content and methods, reflecting those prevalent in the first world, are at war with sound traditional values in indigenous cultures. Today this kind of "domination and manipulation" via media rightly is a concern of developing nations in relation to developed ones, as well as a concern of minorities within particular nations. The indirect but powerful influence exerted by advertising upon the media of social communications that depend on revenues from the source points to another sort of cultural concern. In the competition to attract ever larger audiences and deliver them to advertisers, communicators can find themselves tempted — in fact pressured, subtly or not so subtly — to set aside high artistic and moral



standards and lapse into superficiality, flashiness and moral immorality. Communicators also find themselves tempted to ignore the educational and social needs of certain segments of the audience — the very young, the very old, the poor — who do not match the demographic patterns (age, education, income, habits of buying and consuming, etc.) of the kinds of audiences advertisers want to reach. In it way the tone and indeed the level of moral responsibility of the communications media in general are lowered. Advertising contributes to the invidious stereotyping of particular groups that places them at a disadvantage in relation to others. It often is true of the way advertising treats women; and the exploitation of women, both in and by advertising, is a frequent, shocking abuse. How often are people treated not as persons with an inviolable dignity but as objects whose purpose is to satisfy others' appetite for pleasure or for power.

***d) Moral and Religious Harms of Advertising***

Advertising can be tasteful and in conformity with high moral standards, and occasionally even morally uplifting, but it also can be vulgar and morally degrading. Frequently it deliberately appeals to such motives as desire, status seeking and desire. Today, too, some advertisers consciously seek to shock and titillate by exploiting content of a gloomy, bad, pornographic nature.

## **Some Ethical and Moral Principles**

Essential that all who use them knows the principles of the moral order and apply them faithfully in it domain. In it context, the media of social communications have two options, and only two. Either they help human persons to grow in their understanding and practice of what is true and good, or they are destructive forces in conflict with human well being. It is entirely true of advertising. Point to it fundamental principle for people engaged in advertising: advertisers — it is, those who commission, prepare or disseminate advertising — are morally responsible for what they seek to move people to do; and it is a responsibility also shared by publishers, broadcasting executives, and

others in the communications world, as well as by those who give commercial or political endorsements, to the extent that they are involved in the advertising process.

If an instance of advertising seeks to move people to choose and act rationally in morally good ways that are of true benefit to themselves and others, persons involved in it do what is morally good; if it seeks to move people to do evil deeds that are self-destructive and destructive of authentic community, they do evil. It applies also to the means and the techniques of advertising: it is morally wrong to use manipulative, exploitative, corrupt and corrupting methods of persuasion and motivation. In it regard, we note special problems associated with so-called indirect advertising that attempts to move people to act in certain ways - purchase particular products — without the being fully aware that they are being converted. The techniques involved here include showing certain products or forms of behavior in superficially glamorous settings associated with superficially glamorous people; in extreme cases, it may even involve the use of subliminal messages. Within it very general framework, we can identify several moral principles that are particularly relevant to advertising. It shall speak briefly of three: truthfulness, the dignity of the human person, and social responsibility.

#### ***a) Truthfulness in Advertising***

Even today, some advertising is simply and deliberately untrue. Generally speaking, though, the problem of truth in advertising is some what more understated: it is not that advertising says what is overtly false, but that it can distort the truth by implying things that are not so or with holding relevant facts. Advertising, like other forms of expression, its own conventions and forms of stylization, and these must be taken into account when discussing truthfulness. People take for granted some abstract and symbolic exaggeration in advertising; within the limits of recognized and accepted practice, it can be allowable. Fundamental principle it advertising may not deliberately seek to deceive, whether it does that by what it says, by what it implies, or by what it fails to say. The proper exercise

of the right to information demands that the content of what is communicated be true and, within the limits set by justice and charity, complete.

***b) The Dignity of the Human Person***

There is an “imperative requirement” in advertising “respect the human person, the right duty to make a responsible choice, the interior freedom; all these goods would be violated if man’s lower inclinations were to be exploited, or the capacity to reflect and decide compromised. All abuses are not merely hypothetical possibilities but realities in much advertising today. Advertising can violate the dignity of the human person both through its content — what is advertised, the manner in which it is advertised — and through the impact it seeks to make upon its audience. The spoken already of things as appeals to desire, pride, spite and hunger, and of techniques that manipulate and exploit human weakness. In such circumstances, advertisements readily become vehicles of a deformed outlook on life, on the family, on religion and on morality — an outlook that does not respect the true dignity and destiny of the human person. The problem is especially sharp where particularly helpless groups or classes of persons are concerned: children and young people, the elderly, the poor, the culturally disadvantaged.

Much advertising directed at children apparently tries to exploit their credulity and suggestibility, in the hope that all put pressure on the parents to buy products of no real benefit to them. Advertising like it offends against the dignity and rights of both children and parents; it intrudes upon the parent-child relationship and seeks to manipulate it to its own base ends. Also, some of the comparatively little advertising directed specifically to the elderly or culturally disadvantaged seems designed to play upon the fears so as to persuade them to allocate some of the limited resources to goods or services of doubtful value.

***c) Advertising and Social Responsibility***

Social responsibility is such a broad concept that it can note here only a few of the many

issues and concerns relevant under it heading to the question of advertising. The ecological issue is one. Advertising that fosters a generous life style which wastes resources and despoils the environment offends against important ecological concerns. In the desire to have and to enjoy rather than to be and grow, man consumes the resources of the earth and the own life in an excessive and disordered way. Man thinks that it can make chance use of the earth, subjecting it without control to it, as though it does not have its own requisites and a prior God-given purpose, which man can indeed develop but must not betray.

As it suggests, something more fundamental is at issue here: authentic and integral human development. Advertising that reduces human progress to acquiring material goods and cultivating a generous life style expresses a false, destructive vision of the human person harmful to individuals and society alike.

When people fail to practice a rigorous respect for the moral, cultural and spiritual requirements, based on the dignity of the person and on the proper identity of each community, beginning with the family and religious societies, then even material abundance and the conveniences that technology makes available it prove unsatisfying and in the end contemptible. Advertisers, like people engaged in other forms of social communication, have a serious duty to express and foster an authentic vision of human development in its material, cultural and spiritual dimensions. Communication that meets it standard is, among other things, a true expression of solidarity. Indeed, the two things — communication and solidarity — are inseparable.

## **Important Advertising Codes in India**

What is the difference between unethical and ethical advertising? Unethical advertising methods use falsehoods to deceive the public; ethical advertising uses truthful facts to deceive the public.

**Here are some more ethics and standards to be followed in advertisements:**

1. Permission will not be granted where objects are completely or largely religious or political in nature. Advertisements cannot be directed towards any religious or political end, or to gain mileage of any form.
2. Any goods or services that are advertised should not have any defect or deficiencies of any form declared in the Consumer Protection Act 1986.
3. Products should not be portrayed in a way that misleads the public to infer that the item has some special, miraculous or a super natural quality, which is anyways difficult to prove.
4. Picture and the audible matter of the advertisement video should not be excessively 'loud'.
5. Advertisement should not endanger the safety of children or produce any sort of perversion or interest that prompts them to adopt or imitate unhealthy practices.
6. Any type of offensive, indecent, suggestive, vulgar, repulsive themes and/or treatment must be avoided under all circumstances.

Good creative advertisements always attract people's attention, but all should have meaningful visual content, one shouldn't have an attitude to play with people's sentiments and emotions.

## **Role of an Ad Agency or Advertising Agency**

An advertising agency or ad agency is a service business dedicated to creating, planning and handling advertising (and sometimes other forms of promotion for its clients. An ad agency is independent from the client and provides an outside point of view to the effort of selling the client's products or services. An agency can also handle overall marketing and branding strategies and sales promotions for its clients. Typical ad agency clients include businesses and corporations, non-profit organization and government agencies. Agencies may be hired to produce an advertising campaign.

Like any sector or industry, advertising is also become a very competitive industry and is assumed a very professional role in its own field and area of function. With the market getting flooded with thousands of products and services every day, creating awareness about them becomes extremely important. How people buy products and services if all are not aware whether all exist. It is where advertising agency takes on its role of promoting products and services.

Advertising agency is a service provider that helps its clients by developing suitable ad campaigns for them. The aim is to represent its clients' products and services before customers in such a way that a positive image is created in the minds. The market is cluttered with products and services. To stand out from that clutter and to emerge as a brand product, need services of an advertising agency. An advertising agency creates eye-grabbing and attractive ad campaigns to persuade customers to buy its clients products. Advertising agency's role starts with the identification of its clients' goals and objectives. It turns out to be of immense value in planning and creating the future course of action concerning ad campaigns.

An advertising agency gets acquainted with its clients' business objectives, it starts creating and planning its ad campaigns. For it keeps in mind certain points such as increasing sales, pushing new products in the market, restating benefits of its clients' brands, and drawing new customers in addition to establishing and maintaining contacts with the existing customers.

An advertising agency's professional teams put in the best efforts to develop attractive slogans, jingles, and body copy for ads. All it is done within the defined parameters of its clients and the budgetary allocations. In some cases, organizations like to completely outsource the marketing processes to an advertising agency. In such cases, an ad agency takes overall charge of marketing and promoting its clients' products and services,

ranging from brand development to strategising, to enhancing sales.

Advertising agencies differ in sizes. Some are medium sized while other are full fledged ad agencies, which are well equipped technologically and logistically to carry out ad campaigns of any size and through any medium.

## **Role of Advertising Agency in the 21st Century**

In the beginning of the 21st century Advertising Agencies are playing a very important role in the business of advertising. Gone are those days when advertising agencies were only playing a vital role in planning the campaign for the clients, preparing the campaign and placing it in suitable media on behalf of the clients. In today's competitive situation it is evident that reputed ad agencies are not restricting themselves to the above services but are also willing to offer something extra to the clients in the areas of marketing research, sales promotion & merchandising activities and public relation oriented services.

National and reputed advertising agencies are increasingly going for 360 degree approach in the communications and are prepared to walk the extra yard to understand the client's business in a better manner in order to communicate with the target audience effectively and efficiently. Advertising agencies being prime facilitator in the business of advertising have rightly understood the need of the hour and are playing a key role in the business of advertising.

## **Advertising Agency Functions**

Professionals at advertising agencies and other advertising organizations offer a number of functions including:

**Account Management** – Within an advertising agency the account manager or account executive is tasked with handling all major decisions related to a specific client. All

responsibilities include locating and negotiating to acquire clients. Once the client has agreed to work with the agency, the account manager works closely with the client to develop an advertising strategy. For very large clients, such as large consumer products organization, an advertising agency assign an account manager to work full-time with only one client and, possibly, with only one of the client's product lines. For smaller accounts an account manager is simultaneously manage several different, though non-competing, accounts.

**Creative Team** –The principle role of account managers is to manage the overall advertising campaign for a client, which often includes delegating selective tasks to specialists. For large accounts one task account managers routinely delegate involves generating ideas, designing concepts and creating the final advertisement, which generally becomes the responsibility of the agency's creative team. An agency's creative team consists of specialists in graphic design, film and audio production, copywriting, computer programming, and much more.

**Researchers** – Full-service advertising agencies employ market researchers who assess a client's market situation, including understanding customers and competitors, and also are used to test creative ideas. For instance, in the early stages of an advertising campaign researchers run focus group sessions with selected members of the client's target market in order to get the reaction to several advertising concepts. Researchers are also used following the completion of an advertising campaign to measure whether the campaign reached its objectives.

**Media Planners** – Advertisement is created, it must be placed through an appropriate advertising media. Each advertising media, of which there are thousands, its own unique methods for accepting advertisements, such as different advertising cost structures (i.e., what it costs marketers to place an ad), different requirements for accepting ad designs (e.g., size of ad), different ways placements can be purchased (e.g., direct contact with



media or through third-party seller), and different time schedules (i.e., when ad will be run). Understanding the nuances of different media is the role of a media planner, who looks for the best media match for a client and also negotiates the best deals.

## **Types of Advertising**

If the ask most people what is meant by “type” of advertising, invariably all respond by defining it in terms of how it is delivered (e.g., television ad, radio ad, etc.). But in marketing, type of advertising refers to the primary “focus” of the message being sent and falls into one of the following four categories:

1. **Product-Oriented Advertising**
2. **Image Advertising**
3. **Advocacy Advertising**
4. **Public Service Advertising**

### **Types of Advertising: Product-Oriented**

Most advertising spending is directed toward the promotion of a specific good, service or idea, what organization collectively labeled as an organization’s product. In most cases the goal of product advertising is to clearly promote a specific product to a targeted audience. Marketers can accomplish in several ways from a low-key approach that simply provides basic information about a product (informative advertising) to obvious appeals that try to convince customers to purchase a product (persuasive advertising) that include direct comparisons between the marketer’s product and its competitor’s offerings (comparative advertising).

Sometimes marketers intentionally produce product advertising where the target audience cannot readily see a connection to a specific product. Marketers of new products follow this “teaser” approach in advance of a new product introduction to prepare the market for

the product. For instance, one week before the launch of a new product a marketer air a television advertisement proclaiming “After next week the world never be the same” but do so without any mention of a product or even the organization behind the ad. The goal is to create curiosity in the market and interest when the product is launched.

### **Product Advertising**

It is the form of advertising which provides information about goods and services in an endeavour to stimulate - or to boost - sales of them. Product advertising can be - and is - used for a number of different reasons and in different circumstances. The following are some of the main reasons; although we show them separately for the ease of examination and understanding, very often an advertiser advertise for two or more of the reasons jointly.

#### **To introduce new products onto the market**

Effective advertising attract consumers’ attention to the existence of a new product, it give them information about it and might arouse the interest in it. Depending on the product, the advertising itself might persuade consumers to “buy and try” the product, or make them susceptible to other parts of the selling effort. Effective advertisements for a new soft drink might - by themselves - persuade consumers to order the drink in bars or restaurants, or to buy it in supermarkets, etc. On the other hand, good advertisements for a new make or model of motor vehicle might persuade prospects to visit the showrooms of the stockists, where all be subjected to the persuasion of sales personnel, that is, to ‘personal selling’.

#### **To retain customers of established products**

Regular advertising can help to keep branded products “before the buying public”, and thus ‘remind’ consumers of the names or brands of products - or ranges of branded products - which they have previously bought, used, liked and been satisfied with. Such advertising is particularly important in combating competitors’ attempts - by trying to persuade consumers to “switch brands” - to increase their shares of the market. The

retention of customers is vital for long-term business prosperity.

**To maintain and to increase sales**

Consistent - or repetitious - advertising can produce sales of a product:

- To those who did not see and/or hear advertising earlier undertaken for that product; and/or
- To those who did see and/or hear earlier advertising but who - for any one or more of a wide variety of reasons - failed to buy at the time, but who are finally persuaded - because of the repetition - to try the product.

To lengthen the 'season' for a product

Some products are in greater demand at some times - or seasons - of the year than at others; in some countries annual holidays/vacations are traditionally taken during summer months - "summer holidays". However, skilful and persistent advertising can often persuade people in those same countries to take additional "second holidays" or "winter breaks" or "short breaks".

**To reach a different group of customers**

Some advertising can be used to help vendors to widen the appeal of the ranges of products to more people - and thus to make more sales. Manufacturers of soft drinks and/or foodstuffs might advertise "low calorie" or "low fat" products alongside - or as alternatives to - their "regular" products. The so-called "diet products" might well appeal to health-conscious or weightconscious people who might not have bought the "regular" products.

**To support personal selling**

Sales personnel are likely to find it easier to sell well-advertised products, because prospects are aware - from the advertising - of the existence of the products, and might already have gained some information about them. The advertising might have attracted the favourable attention of prospects to the products, and perhaps have aroused their

interest in those products - all might even want to buy, or be prepared to buy. So all be more receptive to the persuasion of sales personnel.

**To enter a new market**

It is often very difficult for a manufacturer to “break into” a market which is, perhaps, already dominated by established competitors. Clearly, unless prospects are made aware of the availability of a “new” manufacturer’s products all are unlikely to buy those products. Advertising be the main “trail blazing” tool used to get the manufacturer’s message across quickly; sometimes advertising to break into a new market follows a prior Public Relations activity called ‘market education’.

**To ‘introduce’ a new outlet or business to a community**

Advertising for it purpose frequently be limited to “local” campaigns, to inform prospects in a specific area that, A new branch of a supermarket or another business has opened in that area. In the same way, manufacturers might “announce” the appointment of stockists or distributors of the products in certain areas.

**To influence ‘trade buyers’ to buy/stock products**

There are two main groups of “trade buyers”: wholesalers and retailers.

- Wholesale businesses generally purchase products in “bulk” - in large quantities - and then resell them in smaller quantities to retail businesses.
- Retail businesses then sell in even smaller quantities - perhaps even singly - to the own customers, who are generally the consumers.

Some large retailers, such as supermarket chains, cut out wholesalers - who are often called “middlemen” - and purchase directly from manufacturers or producers in bulk. Remember that “trade goods” are sometimes referred to as “commodities” or “merchandise”. Trade buyers, and retailers in particular, need to be convinced all be able to resell what all buy - that consumers ask for the products, or select them from display shelves, etc.

**Direct Response and Indirect-Action Advertising**

Some product advertising is intended to produce a quick response, to stimulate a quick sale. It is often called direct response or direct-action advertising. The desired objective might be achieved by including - in advertisements - a coupon with an “expiry date”, or an order form to be mailed in by a specified date, and so on. Consumers can respond to the advertisements by telephone, fax or post/mail, and products ordered are delivered directly to customers by post or courier.

Other product advertising is designed to stimulate demand over a longer period of time; and is called indirect-action advertising. Advertisements designed for use in it way are intended to inform prospects of the existence of products, and of the features and benefits, where and how all can be purchased, to remind customers to repurchase - and to “reinforce” that decision.

**Primary Advertising**

Some product advertising is called primary advertising; it attempts to stimulate sales of a general or generic type of product, rather than any specific brands. Advertising be carried out by a national government or trade organisation to promote the sale of the cheeses of a particular country - say “Country X”; the sponsors are not concerned with which brands of those cheeses customers actually buy. The primaries advertising, however, have to combat advertising for cheeses produced in another country.

When primary advertising is carried out, typically it “sets the stage” for the selective advertising which follow or accompany it.

**Selective Advertising**

What is often called selective advertising is designed to promote sales of a specific brand. Continuing our example of cheeses, the manufacturers, importers or stockists of the

various brands of cheese produced in “Country X”, will advertise the specific brands - in competition with one another - at the same time as, or following, the primary advertising. The primary advertising, it is hoped, have aroused interest generally in the cheeses produced in “Country X”, and there by enhance the effectiveness of selective advertising.

### **Kinds of Product Advertising**

A number of different kinds of product advertising can be identified:-

**National consumer advertising** - sometimes called brand advertising - is used by businesses which market the products throughout a country, that is, nationally. The products of some such enterprises are available from many outlets all over the country. A soft drinks manufacturer’s products are on sale in bars, cafes, restaurants, kiosks, shops, supermarkets, and so on, all over a country. Other enterprises which use this kind of advertising operate chains or groups of supermarkets, centres, bookshops, news agencies, hotels, eating places, takeaway food shops, service/fuel stations, and so on, in many locations in a country.

**Retail advertising** - in contrast to the foregoing, is more “local” in scope. Its aim is to “bring in” customers - to attract them to specific shops or stores or other retail outlets from which all can locally buy a variety of goods and/or services; often those which have already been advertised nationally. Some retail advertising, however, focuses on location, the types of products available, prices and hours of operation, rather than on the brand of product.

The manufacturer of a range of cosmetics might advertise them on a nationwide basis; whilst local chemist shops/drug stores might advertise to tell “local” consumers where specifically those cosmetics can be purchased in the respective areas. When advertisements are placed in or on local newspapers, or on local radio stations and television stations which reach prospects who are within “shopping distance” of the retail outlets concerned

- such retail advertising is often referred to as being 'local advertising'.

**Co-operative advertising** - involves advertisements, the costs of which are shared between a manufacturer and a retailer, or a number of retailers. Generally an advertisement is produced by the manufacturer, and the names of the retailers are inserted in it. The same basic advertisement might appear in media in a number of areas of a country, but the "copy" appearing in a particular area bear only the names of the "local" retailers in that specific area.

**Industrial advertising** - as its name implies, is used to try to sell products to industrial or/and manufacturing enterprises. Types of products advertised include raw materials and components, which industrial enterprises use in the manufacture of consumer goods and/or components of such goods. A bicycle manufacturer would need to purchase steel, chrome, pedals, tyres, gears, and a variety of other materials and components.

**Business-to-business advertising** - sometimes called trade advertising - be aimed directly towards prospects in particular trades or industries - e.g. retailers, wholesalers, distributors or manufacturing enterprises; as well as towards those in particular professions, such as physicians, architects, engineers, lawyers, etc. Advertisements to stimulate the sale of goods and/or services are placed in appropriate trade magazines or professional journals.

**Directory or Guide advertising** - as the description implies, involves placing advertisements in local and/or national directories or guides to which people refer to find out how or where to buy goods or services. In many countries the "yellow pages" directory is the best-known form of it category of advertising, but there are other kinds of directories which serve the same or similar function, such as hotel guides and guides to tourist attractions.

**Corporate Advertising** - It type of advertising also be called 'institutional advertising'.

The intentions of such advertising be different in different circumstances, but common ones be:-

- To “project” a favourable impression - or “public image” - of an organization or some other business enterprise; it aims to gain the “goodwill” of the public, or of sections of it, and to enhance and maintain the reputation of the enterprise.
- To overcome an unfavourable public image gained by an organization - perhaps due to “bad publicity” as the result of an accident, a strike, or some other serious problem - and to restore “public confidence” in the organization and in its products.
- To create a “corporate identity”, so that the name of the enterprise and/or the nature of its business be instantly recognisable by the public, or by sections of it. It be essential when an enterprise is changed its “trade name”.
- To “win over” the public, or sections of it, to the enterprise’s point of view, or to gain public support for its policies or programmes.

The corporate advertising does not attempt to sell products directly. Rather, it aims to give favourably presented information about an enterprise, and to “sell” the name, reputation, image or point of view of that enterprise. There are other types of advertising which are not undertaken in order to sell products. Instead, all carry “messages” which are intended to sell ideas, policies, public awareness, or to persuade or influence people to take - or not to take - certain actions.

**Political Advertising** - It type of advertising is used by politicians to try to persuade people to vote for them and/or the political parties or ideologies all represent. Such advertising forms important parts of the political processes in many democratic countries in particular.

**Public Service Advertising** - It type of advertising is for “good causes” considered to be in the public interest. Messages it is hoped to “get across” to the public concern



environmental issues - such as the protection of wildlife; energy conservation - such as reducing water consumption; the reduction of health risks - such as “stop smoking” campaigns; the reduction of accidents - such as anti-drink driving campaigns; and so on.

**Charity Advertising** - Many charities or other types of non-profit making bodies advertise to encourage people to contribute or donate money to them, to enable them to carry on the “work” for which all were formed. Some charities are on-going, such as those which help or protect the young, the aged or those suffering from specific diseases or disabilities; and those which aim to save or protect wildlife or other animals. Others be intended to operate over a limited period, such as those formed to aid victims of “natural catastrophes”: earthquakes, floods, famine, volcanic activity, hurricanes, civil war, etc.

#### **Types of Advertising: Image**

Image advertising is undertaken primarily to enhance an organization’s perceived importance to a target market. Image advertising does not focus on specific products as much as it presents what an organization is to offer. In all types of ads, if products are mentioned it is within the context of “what we do” rather than a message touting the benefits of a specific product. Image advertising is often used in situations where an organization needs to educate the targeted audience on some issue. For instance, image advertising may be used in situations where a merger it occurred between two organizations and the newly formed orgnaization is taken on a new name, or if a organization is received recent negative publicity and the organization wants to let the market know that all are about much more than it one issue.

#### **Types of Advertising: Advocacy**

Organizations also use advertising to send a message intended to influence a targeted audience. In most cases there is an underlying benefit sought by an organization when all engage in advocacy advertising. For instance, an organization may take a stand on a political issue which all feel could negatively impact the organization and target

advertisements to voice the position on the issue.

**Types of Advertising: Public Service**

In some countries, not-for-profit organizations are permitted to run advertisements through certain media outlets free-of-charge if the message contained in the ad concerns an issue viewed as for the “greater good” of society. For instance, ads directed at social causes, such as teen-age smoking, illegal drug use and mental illness may run on television, radio and other media without cost to organizations sponsoring the advertisement.

**Advertising Trends: Digital Convergence**

Like most areas of marketing, advertising is changing rapidly. Some argue that change is affecting advertising more than any other marketing function. For instance, while many different media outlets are available for communicating with customers, the ability to distinguish between outlets is becoming more difficult due to the convergence of different media types. In advertising convergence, and more appropriately digital convergence, refers to a growing trend for using computer technology to deliver media programming and information. Convergence allows one media outlet to take advantage of features and benefits offered through other media outlets. For instance, in many areas around the world television programming is now delivered digitally via cable, telephone or satellite hookup. This delivery method uses the same principles of information delivery that is used to allow someone to connect the Internet.

The convergence of television and Internet opens many potential opportunities for marketers to target customers in ways not available with traditional television advertising. For instance, technology is allow ads delivered to one household to be different than ads delivered to a neighbor’s television even though both households are watching the same program. But convergence is not limited to just television. Many media outlets are experiencing convergence as can be seen with print publications that now have a strong web presence. The future holds even more convergence opportunities. All include

outdoor billboards alter displays as cars containing geographic positioning systems (GPS) and other recognizable factors (e.g., GPS tied to satellite radio) pass by or direct mail postcards that carry a different message based on data that matches a household's address with television viewing habits.

**Advertising Trends: Audience Tracking**

The movement to digital convergence provides marketers with the basic resources needed to monitor users' activity, namely, digital data. Any media outlet that relies on computer technology to manage the flow of information does so using electronic signals that eventually form computer data. In simple form, electronic data is represented by either an "on" or "off" electronic signal. In computer language it is further represented by two numbers "0" and "1" and, consequently, is known as digital information. All digital information can be stored and later evaluated. For media outlets delivering information in digital form, the potential exists for greater tracking and matching is with information about the person receiving the digital data. And tracking does not stop with what is delivered; it also works with information being sent from the customer. For instance, as we noted earlier, by clicking on the television screen viewers soon be able to instantly receive information about products they saw while watching a television show. It activity can be tracked then used in future marketing efforts.

While media convergence offers marketers more options for tracking response to advertisements, such activity also raises ethical and legal concerns. Many consumers are not pleased to learn the activities are being monitored when all engage a media outlet. Yet consider the following examples of how marketers are tracking users:

- **Television Viewing** – As noted, the advent of digitally delivered television allows cable, telephone and satellite providers to track user activity through the set-top boxes connected to a subscriber's television. Future innovations make the user television experience even more interactive and, consequently, open to even more tracking.

- **Television recording** – The days of television videotape recording are quickly coming to an end, replaced by recording using computer technology. A digital video recorder (DVR), can track users recording habits and, based on a viewer's past activity, make suggestions for programs all are want to record. Additionally, advertising services can program the DVR to insert special advertisements within a program targeted to a particular viewer.
- **Internet Spyware** – Downloading entertainment from the Internet, such as games, video and software, it contain a hidden surprise – spyware. Spyware is a special program that runs in the background of a user's computer and regularly forwards information over the Internet to the spyware's organization. In some cases spyware keeps track of websites the user is visited. The information is then used to gain an understanding of the user's interests, which then results in delivery of special ads when a user visits a certain site.

## Creative and Message Strategy

### Comparative Advertising

Comparative advertising is a form of advertising in which two or more named or recognizable brands of the same product class are compared and the comparison is made in terms of one or more product attributes. The comparisons can be implicit (brands implied but not named), or explicit (brands named); the comparisons can be verbal or visual; and the claims can be of complete superiority, of superiority on some attributes but not on others, or of parity; and the advertised brand can have a market share smaller than, roughly equal to, or greater than the comparison brand. Obviously, not all types of comparative ads are equally effective.

### Effectiveness of Comparative Ads

Is a comparative advertisement more effective than a noncomparative one? Much

research is focused on it question, and the evidence on greater effectiveness is often equivocal.' The results seem to vary not only upon the specific kind of comparative ad used and the brands involved, but also on the measure of effectiveness used (attention / recall, perceived similarity, or persuasion) and even the specific questionnaire scales used to measure effectiveness.

Effectiveness of comparative ads sometimes lies not in raising the preference ratings of the advertised brand, but in lowering the preference ratings of the comparison brands, or even in simply increasing the perceived similarity of the advertised and comparison brands without affecting any preference measures at all. It is thus important, in copy testing or tracking the effectiveness of comparative ads, to measure beliefs and preferences not only toward the advertised brand but also toward competition, as well as measure perceived similarities among these brands. If attention and recall are used as the measures of ad effectiveness, various studies have shown that comparative ads do usually get more attention and higher recall than non-comparative ads.

### **Leaders versus Followers**

Interestingly, research supports the logic that a direct comparative ad from a small-share market follower is least likely to lead to higher awareness for the compared-to market leader (because the market leader already is high awareness), whereas a market-leading high-share brand is the most to lose from a direct comparative ad (by creating "free" awareness for the compared-to smaller brand). It leads to the conclusion that while low-share brands ought to use direct comparative ads, market leaders perhaps ought to use noncomparative or indirectly comparative ads. Smaller-share market follower brands also stand to gain more from direct comparative ads in another way: such ads have the effect of getting consumers to put both the advertised and the comparison brand in the same "consideration set," by increasing the degree to which all are perceived as similar to each other.

All studies thus lend support to the idea that comparative advertising by new brands or challenger brands makes sense as an excellent positioning tool. Its similarity-increasing effect, however, seems to depend on the nature of the attributes used: one study suggests that direct comparative ads increase the similarity of the advertised and compared-to brand on attributes not featured in the ad. All simultaneously differentiate the brands by lowering consumer perceptions of the compared-to brand on the specific attribute used in the comparison.

### **Two-Sided versus One-Sided Comparative Ads**

Not all two-sided ads beat one-sided ads in credibility: research is shown that two-sided ads are especially credible when the attribute on which the weakness is admitted is (a) relatively unimportant, but not small, to consumers; (b) perceived to be negatively correlated with the attribute on which superiority is claimed (e.g., “we are more expensive (weakness), but only because we give you higher quality”); (c) one that would not otherwise be known to consumers prior to purchase, so that the advertiser gains some “brownie points” for honesty.

Other research is also shown the general superiority of two-sided appeals, especially with more educated audiences, and with those consumers initially opposed to the brand making the claims, and on attitudes rather than purchase intentions. All results suggest that comparative ads are more likely to be persuasive in changing brand attitudes if all are two-sided rather than one-sided.

### **Inoculative Advertising – Building Resistant Attitudes**

A great deal of advertising activity is associated with this goal of “defensive” marketing. A consumer can be made more resistant to competitive appeals either by attempting to make a brand offering more attractive or by attempting to train the consumer to withstand the persuasive efforts of competitors. One strategy would be to anchor beliefs

about the brand to other beliefs that the consumer values highly. The brand is shown to be significant in maintaining one's self-esteem or in otherwise enhancing the ego in various ways.

**Refutational Advertising**

Another term closely related to inoculation is refutation. It refers to the process of explicitly or implicitly stating competitive appeals (or consumer beliefs) and then refuting them, instead of dealing exclusively with brand benefits (supportive advertising).

**Emotional Creative Approaches**

The creative approaches discussed thus far are "rational" in the sense that all rely for the persuasive power on arguments, or reasons, about brand attributes. Comparative approach attempts to show, based on reasons, why the sponsoring brand is superior to competition. There is, of course, the whole category of creative approaches that rely on emotions or feelings for the effectiveness, such as the attempted evocation of warmth and affection, or surgency and excitement, or the use of humor, or of fear.

**Using an Endorser**

Advertisers often use endorsers for the products or services—and it makes many endorsers very rich. In brief, research and commonsense suggest three types of benefits. First, endorsers enhance advertising readership (or viewership or listenership) scores. Second, endorsers can induce positive attitude change toward an organization and its products. In general, the more credible a source, the more persuasive that source is likely to be. Third, the personality characteristics of the endorser can get associated with a brand's imagery. All benefits are not automatic, however and obtaining them requires a careful consideration of a brand's marketing or advertising needs, and an endorser's characteristics.

There are two ways of thinking about an endorser's characteristics. The traditional way is to think of an endorser as a "source" of the information in the ad, contributing to the acceptability of the content of (arguments in) the message of the source's credibility or attractiveness.

### **The Creative Process: Coming up with an Idea**

The creative process is concerned with taking the baldly stated marketing proposition, usually derived from and understood in terms of marketing research and manufacturing specifications, and turning it into one or more creative ideas that clearly, powerfully, and persuasively convey to the consumer what the brand does for them and why it should matter to them. Such creative processes come into play where research leaves off. How do we come up with such ideas? The creative process is interested in many different types of people for some time. One of the pioneers in studying creativity,

**Saw the creative process as starting with the following.**

#### **1. Fact finding**

- a. Problem definition: picking out and pointing up the problem
- b. Preparation- gathering and analyzing the pertinent data

#### **2. Idea finding**

- a. Idea production: thinking up tentative ideas as possible leads
- b. Idea development: selecting from resultant ideas, adding others, and reprocessing by means of modification, combination, and so on.

The process begins with fact finding—picking out and identifying the problem and gathering and analyzing pertinent data. The raw material for ideas is information—information from all sources. Sometimes it is worthwhile to get firsthand knowledge of the consumer. One of the top agency executives today still makes it a point to visit



supermarkets regularly and ask shoppers why all make certain shopping decisions.

Fact finding should include a careful discussion of the advertising objectives. The objectives provide the point of departure for the creative process while, at the same time, constraining it. The creative team might properly challenge the constraints implied by the objectives, at least in the early stages of campaign development. In doing so, they might open the way for worthwhile alternatives and provide the own input to formulating objectives. Some solutions to tough problems come only when the focus of the problem is broadened. Thus, the objective need not be viewed as a unilateral, inflexible set of onstraints, but rather as a flexible, dynamic guide that is the result of creativity as welt as empirical research and managerial experience.

Fact finding should include a digestion and incubation time. The various facts need to be absorbed or “digested,” and usually the best ideas emerge only after a period of incubation.

### **Copywriting**

Copywriting, illustrating, and layout are different activities associated with the creative stage of advertising development and are usually done by different people who specialize in one or the other. Copywriting in print is the activity of actually putting words to paper, particularly those contained in the main body of the text (the main arguments and appeals used), but also including attendant by lines and headlines. In broadcast, the copywriter is, in effect, a script writer who develops the scenario or script to be used in a radio or television medium; writing a jingle, or the lyrics for music.

#### **Important guidelines for copywriting:**

1. Cash In on the personal experience.
2. Organize the experience.
3. Write from the heart.

4. Learn from the experience of others.
5. Talk with the manufacturer.
6. Study the product.
7. Review previous advertising for the product.
8. Study competitors' ads.
9. Study testimonials from customers.
10. Solve the prospect's problem.
11. Put the subconscious mind to work.
12. Ring the changes" on a successful idea.

Copywriting obviously becomes more important in the case of long copy and less important in the case where few words are included.

### **General Copy Principles**

While there are no "rules" for what makes for good copy, it is worthwhile to become familiar with some generally accepted principles. Regardless of the specific ad medium, copy is usually more effective if it is simple, containing only one or two key ideas; contains a benefit or idea unique to the brand being advertised; is extendible and flows naturally and smoothly from beginning to end.

Good ads are specific, using facts and figures and believable details instead of generalities. One overriding rule for developing copy is to keep the format simple, uncluttered, and straight forward. Whether in print or in broadcast, the tendency for including too much information or for complicating the television commercial with too many scene changes, or scenes that are not well integrated, should be avoided. The principle of simplicity extends to the language used as well. Like cluttered format, complicated language is unlikely to induce people to spend the time to "figure it out." The message should always be true to the product. Claims should be substantiable, and the style should not be radically altered

over the life cycle of the product.

**Print Copy Principles**

For print ads, one of the key elements is the headline, which must flag down the target reader and pull him or person into the body copy, offering a reward for reading on. It is best achieved by headlines that appeal to the reader's self-interest (e.g., by offering free, useful information), are newsy, offer new twists on familiar sayings, and/or evoke curiosity (e.g., by asking a quiz like question).

Since most people reading print ads never go beyond the headline, it is also extremely important that the headline and visual complement each other so well! & "tell the story" so easily, that a reader who only looks at the headline and main visual can "get the message" without having to read a word of the body copy. As for the body copy itself, it should be detailed and specific, support the headline, and be readable and interesting.

**Television Copy Principles**

Television scripts must usually be written to take advantage of the visual nature of the medium, by using demonstrations, pack close-ups, and the like. The message contained in the pictures is especially important now that many consumers pay only limited attention to advertisements. Since TV ads are fleeting and cannot usually easily communicate much information, simplicity are strongly recommended. TV ads get higher recall scores if all contain more frequent visual representations of the brand name, package, and key product attributes.

**Radio Copy Principles**

For radio ads, a key principle usually is to write copy that "creates a picture in the mind's eye" of the listener. The radio ad must pull the listener in from whatever is being done when the ad comes on, into an imagined situation, through use of the human voice, sound

effects, humor, and music. Research shows that sound effects increase imagery activity and, through that, the evocation of feelings that are not verbally described in the ad. Though it can occasionally be distracting, product-related imagery usually increases the ad's likability and the recall and recognition of ad claims.

**Outdoor Copy Principles**

For outdoor ads, where the message must be communicated in a few seconds, the copy and visual must be extremely short, simple, strong, and obvious—there is no time for detail. Outdoor ads are recalled more if all have fewer words, are about more involving products, are creatively more distinct, and are on the right-hand side of highways than on the left-hand side (from the drivers' perspective).

**Retail Copy Principles**

Retail ads usually must contain specifics about the merchandise being offered (such as exact sizes, colors, and prices) in order to stimulate immediate buying action. Yet all must also be created in a manner consistent with (and must strive to reinforce) the image of the store.

**Business-to-Business Ads**

Since business-to-business ads are usually written to an audience seeking problem-solving or profit-improving information, all should usually be informative and offer specifics, serious (but not boring), and (ideally) offer case histories of how the advertised brand helped someone else in a similar situation.

Long copy ads are good, but all should focus on a single benefit, and it helps if all have a single dramatic image. While the ads need to be factual and informative, all should nonetheless contain some drama or human interest.

**Advertising on the Internet**

As it edition of the book is being written, advertisers are just beginning to advertise on the Internet, the worldwide web of computer networks that promises to become another avenue of electronic commerce. Advertisers set up “home pages” that can be accessed by “web browser” software, and occupy “storefronts” in “online malls.” It is far too early to tell how advertising grow on the Internet. Internet advertising should not be intrusive, should take place only in designated newsgroups and list servers, and should offer full disclosure of what is being sold and under what terms, should only perform consumer research with the consumer’s consent, and should not resell consumer data without express user permission.

**Illustrating**

The activity of illustrating is of crucial importance for many consumer nondurable products where pictures or photographs are used to convey a central idea. Normally, artist is involved in selecting materials or actually draws original pictures for the advertising. Artwork is equally if not more important than writing copy particularly where the goals of the advertising are attention getting or building awareness. As in writing copy, pictorial materials should be developed that are tied into the self-interest and understanding of the audience, “tell a story” at a glance, are relevant to the product and copy theme, and accurate and plausible in the context of the selling message. Another popular rule is to include pictures of at least some or the entire product. Illustrating also involves decisions as to what “identification marks” to include. All fall into one of three categories; organization or trade name, brand name, and trademarks.

The decision regarding brand name probably have been made prior to actual copywriting, but it may not. A great deal of time and research effort is required to arrive at the right brand name. Trademarks, service marks, and certification marks like the Good Housekeeping seal of approval must also be considered for inclusion in the visual materials. Many of the

same kinds of decisions must be made with respect to the video portion of a television commercial. Here, however, the emphasis is on action and the dynamics of each scene. The director must take into account how one scene blend into the next, how video materials serve to enhance and reinforce the audio message, which be mainly attention-getters, which carry the copy points, and so on.

### **Layout**

The layout activity involves bringing all the pieces together before the advertising is sent out for production. A layout can be in relatively unfinished form, a preliminary layout, or can be a very detailed specification of all aspects of the production requirements, a comprehensive layout. The decision as to how detailed the layout is to be rest on the agency's trust in the supplier firms. Many agencies choose to send on only preliminary layouts to allow room for a significant amount of creativity in the production process. Layout involves decisions as to how the various components of headline, illustration, copy, and identification marks are to be arranged and positioned on the page. The size of the advertisement obviously have an effect on it decision.

#### **There are five considerations to take into account in developing print layout:**

1. Balance, the arrangement of elements to achieve a pleasing distribution or visual impression.
2. Contrast using different sizes, shapes, densities, and colors to enhance attention value and readability.
3. Proportion, the relation of objects to the background in which they appear and to each other.
4. Gaze-motion, the headline, illustration, copy, and identification marks in that order usually provide the most logical sequence for gaze-motion.
5. Unity, the qualities of balance, contrast, proportion, and gaze-motion should be combined to develop unity of thought, appearance, and design in the layout. Coupons, for example, should not be placed at the beginning of an advertisement

unless the copy theme is built around the idea of clipping the coupon. Unity is best achieved by keeping the layout simple and uncluttered and to ease the reader's task in comprehending the advertisement. Simplicity can be carried forward in many instances by judicious use of "white space" in which most of a large part of the advertisement shows nothing.

**Various classifications have been developed for print ad layout styles. These include:**

1. Picture window, a large picture or illustration with tightly edited copy fitting into the small space allotted to it.
2. Type-specimen, these exhibit large type size with no illustration at all.
3. Copy-heavy, no illustration, or only a small visual, rely mostly on words.
4. Frame, artwork or illustrative material framing the copy.
5. Shadow, the elements form an overall silhouette, or shape, against the background.
6. Multipanel, these look like comic-strips.
7. Circus, like multipanel, with even more components.
8. Rebus, photographs, illustrations or diagrams are inserted into the copy, which is usually quite long.

The layout of a television commercial is the storyboard, it can be generated in a relatively primitive form, in which only artist sketches and suggestive copy are included, or in a more comprehensive form that details more precisely what actors are to say, how scenes blend in, and the precise location of identification marks, background music, special effects, and so on. The copy/art teams creating a TV commercial indicate the nature of the camera shots and camera movements, the level and type of music, and so on.

**Types of Television Commercials**

Audio and visual elements can be combined to produce several types of television commercials, just as a story can be told in many different ways. Emphasis can be placed

on the story itself, on the problem to be solved, on the central character such as in a testimonial, or on special human emotions or storytelling techniques such as satire, humor, fantasy, and so on. Each is referred to as a particular kind of commercial structure to emphasize that a commercial is other than an unrelated jumble of ideas and techniques.

**The thirteen types of structure identified by them follow:**

1. Story line, a commercial that tells a story; a clear, step-by-step unfolding of a message that is a definite beginning, middle, and end.
2. Problem-solution, presents the viewer with a problem to be solved and the sponsor's product as the solution to that problem. Probably the most widely used and generally accepted example of a TV commercial.
3. Chronology, delivers the message through a series of related scenes, each one growing out of the one before. Facts and events are presented sequentially as they occurred,
4. Special effects, no strong structural pattern; strives for and often achieves memorability through the use of some striking device, for example, an unusual musical sound or pictorial technique.
5. Testimonial, also called word-of-mouth advertising; it uses well-known figures or an unknown "man in the street" to provide product testimonials.
6. Satire, a commercial that uses sophisticated intelligence to point out human foibles, generally produced in an exaggerated style.
7. Spokesperson, the use of an on-camera announcer who, basically, "talks." Talk may be fast and hard sell or more personal, intimate sell.
8. Demonstration uses some physical apparatus to demonstrate a product's effectiveness. Analgesic, watch, and tire commercials employ it approach heavily.
9. Suspense, somewhat similar to story-line or problem-solution structures, but the buildup of curiosity and suspense to the final resolution is given a heightened sense of drama.
10. Slice-of-life, a variation on problem solution; begins with a person at the point of, and just before the discovery of, an answer to a problem. It approach is heavily used



by detergent manufacturers.

11. Analogy, offers an extraneous example, then attempts to relate it to the product message, instead of delivering a message simply and directly, an analogy uses one example to explain another by comparison or implication: “Just as vitamins tone up your body, our product tones up the car’s engine.”
12. Fantasy, uses caricatures or special effects to create fantasy surrounding product and product use:
13. Personality, a technical variation of the spokesperson or announcer-on-camera, straight-sell structure.

These structures are, of course, not mutually exclusive, but rather serve to provide points of focus for analysis, copy production, and research. The remaining six types all are more emotional in orientation and can be distinguished on the basis of whether the emotion-arousing capacity or the characterization being used relates to source or message.

### **Creative Styles**

As is already been suggested, creating advertising is a little like creating art. Two artists viewing the same scene may paint it quite differently but both can produce high-quality paintings and “effective” products. In its portion of the chapter, several of the creative giants of advertising and examples of the work are presented. An important factor that tends to distinguish them is the nature of the product or market situation. As we see, however, there are points of emphasis and style that tend to characterize the approach and make it recognizable.

## **Advertising and Society**

Advertising is part of the glue that holds our culture together. It allows us to share a common experience in a landscape populated by brands, images, logos, and even silly jingles. People define who they are by what they buy and wear because people

know that others judge us by what person buy and wear. And advertising influences those judgments. "Person understands each other not by sharing religion, politics, or ideas. Person share branded things. Advertising is a sort of "commercialized gossip," a collection of stories that organizations tell customers about the products in order to make them distinguishable from one another. Some brands do such a good job of holding our attention that all become cultural icons in the own right.

Advertising is changed in its culture, largely due to the switch from informational to a more expressive conceptual way to communicate with consumers. The switch is offered the audience less cognition about products and more sensory orientated heuristics about positions and branding of organization. Previous to the 1970s consumers were exposed to informative ads that helped them make decisions by exploring the positives of products and the negatives of competitors. Post 70s, informational ads were not as effective. With change of the types of ads came emotion and heuristically approached messages. Its style of advertising carried through the 90s and into the 2000, with the introduction of the Internet, mediums mixed, video became easily available with interaction, it changed the strict lines between informational and emotional advertising. The internet allows for users to experience traditional informative advertising in many different forms, while encouraging interaction with consumers by click-through sites and links. The internet encourages a gateway in which consumers can go beyond the depth of the emotional and contextual advertisement to dive into a world of information and expression. These gateways include banner ads, pop up ads, text messaging advertisements, and online video ads. Each of these methods of advertisements offers a different way for a consumer to become more involved in the marketing process. The foremost aim of this project is to develop a framework for an analysis of new media advertising that focuses on its current implications and its switch from a pure contextual aspect to hybrid between informational and conceptual as a way to persuade consumers. It assessment perform analyses of its form of new media

advertising and how it bridge between types of informational and emotional advertising is changed the way consumers make decisions about products and services.

### **Informational Advertising**

It types of advertising exhibits a more central processing route which induces cognitive evaluation of the aspects in the advertisements. Many ads of it type are longer in length, or in the case of print advertising, use a lot more text including facts, diagrams, or anything used to elaborate a message.

## **Media Buying and Planning**

### **Media buying**

Media Buyers are individuals responsible for purchasing time and advertising space for the purpose of advertising. When planning what to buy, all must evaluate factors based on but not limited to station formats, pricing rates, demographics, geographic, and psychographics relating to the advertisers particular product or service objectives. The Media Buyer needs to optimize what is bought and that is dependent on budget, type of medium (radio, internet, TV, print), quality of the medium (target audience, time of day for broadcast, etc.), and how much time and space is wanted. Media Buyers can purchase spot, regionally, or nationally. National Media Buyers might have to factor in determinates based on a state by state basis. Rates, demand of leads, space, and time, and state licenses vary from state to state. National Media Buyers need National Media Planning to generate National Media Marketing strategies and National Media Advertising that can be adaptable from area to area but also work on a national level.

There is an apparent distinction between General Marketing Media Buyers and Direct Response Media Buyers. General Market Media Buyers enact or actualize media plans drawn up by media planners. All negotiate rates and create media schedules based on a media plan constructed by a Media Planner. Through the Media Planner, General

Market Media Buyers rely on published cost per point guides which in actuality, are often based on hypothetical benchmarks, and rather out dated models. An experienced Direct Response Media Buyer knows what stations generate a specific quantity of response and knows within reason, the break even point of the expenditure versus the return. With that information, the Direct Response Media Buyer is efficient in negotiating a functional rate and in purchasing media from the appropriate stations. The Direct Response Buyer attaches unique telephone numbers to each station all purchase media from and track the sales, and make adjustments to the media plan and schedule as necessary to optimize results. With all differing methodologies, Direct Response Marketing can be considered a specialized arena.

Media Research Planning can be done by Media Buyers as well as Media Specialists. Depending on product and service, Media Buyers and Media Specialists must do a fair amount of research to determine how best to spend the allotted budget. It includes research on the target audience and what type of medium work best to reach the largest amount of consumers with the most effective method. Media Planners and Media Specialists have a vast array of media outlets at the disposal, both traditional media and new media. Traditional media would include radio, TV, magazines, newspapers, and out of home. New media might include Satellite TV, cable TV, Satellite radio, and internet. The internet offers a number of Online Media that is surfaced with the improvement of technology and the accessibility of the internet. Online Media can include emails, search engines and referral links, web portals, banners, interactive games, and video clips. Media Planners and Specialists can pick and choose what and/or which combination of media is most appropriate and effective to achieve their goal, whether it is to make a sale, and/or to deliver a message or idea. All can also strategize and make use of product placements and Positioning. Inserting advertisements as print ads in newspapers and magazines, buying impressions for advertisements on the internet, and airing commercials on the radio or TV, can be utilized by Direct Response Advertisers as well as remainder Advertisers.

**Media Planning**

Media planning is generally the task of a media agency and entails finding the most appropriate media platforms for a client's brand or product. The job of media planning involves several areas of expertise that the media planner uses to determine what the best combination of media is to achieve the given marketing campaign objectives.

**In the process of planning the media planner needs to answer questions such as:**

1. How many of the audience can I reach through different media?
2. On which media should I place ads?
3. Which frequency should I select?
4. How much money should be spent in each medium?

In answering these questions the media planner then comes to an optimum media plan that enables him or person to deliver on the client's objectives.

**Introduction to Print Media**

Print media, as people know is one of them. Print media is one of the oldest and basic forms of mass communication. It includes newspapers, magazines weeklies & monthlies and other forms of printed journals. The contribution of print media in providing information and transfer of knowledge is remarkable. Even after the advent of electronic media, the print media is not lost its appeal or relevance. Print media is the advantage of making a longer impact on the minds of the reader, with more in-depth reporting and analysis.

**5 Step formula based on work of advertisement**

Ads and sales fliers are common desktop-published documents. Whether designing ads for clients or for the own business, it can improve the effectiveness of those ads with just a few time-proven design strategies. When readers look at the ad what do all see first? Research indicates that readers typically look at:

1. **Visual**
2. **Caption**
3. **Headline**
4. **Copy**
5. **Signature (Advertisers name, contact information).**

One method of making sure the ad gets read is to arrange elements in that order, top to bottom. However, the ad should also lead with its strongest element. Sometimes the visual may be secondary to the headline. In that case it may decide to put the headline first. A caption may not be necessary at all times and often people want to include additional elements such as secondary illustrations or a coupon box. While it isn't the only way to design an ad, it is an easy to implement, successful formula for many types of products or services.

## **Advertising & Marketing**

There is perhaps, no other business that so greatly influences our daily lives. Our choices regarding the type of cars we drive, the beers the drink, or the clothes the wear, are largely influenced by advertising.

### **Accounts Planning:**

It involves evolving the overall strategic plan including the budget, selecting the right media and zeroing-in on the communication message after interacting with the client and internally with the creative team, the media planning department and if necessary, the market research agency. The various elements of the communication package are integrated into a logical whole in the context of the brand and its desired positioning in the market.

### **Media Planning:**

Media Planners help ad agencies choose the best outlet or medium to reach the customer

all want. All plan, schedule, book and purchase space in the print media (newspapers, magazines) or outdoors (billboards, kiosks and bus panels) and time (TV & radio, internet). The media planning exercise also involve conducting some targeted brand or need-specific research to assess recall and viewership/readership of a campaign.

### **The Creative Department**

The creative department's is to harness the right words, the most appropriate and impressive visuals — anything and everything that grab the attention and prompt a sale. The creative team in an agency can be further divided into two sections: Copy and Creative.

### **Copy Department**

The copywriter gets down to the task of putting across the message in words — headline, followed by the body copy in the case of a press ad, a dialogue or jingle for a radio spot, or a detailed story board in the case of a TV commercial.

A good copywriter is able to think laterally and originally each time, to co-relate masses of data and research findings so as to present the conclusions in language that is simple and convincing. Besides a way with words, need infinite patience to chisel and craft words into a subtly compelling sales pitch, until people have got it just right. And above all, need to be highly creative and versatile. However unlike poetry or short story writing, copywriting is not creativity for creativity's sake.

### **The Art Department**

Takes care of the overall “look and feel” of the campaign starting with a “scribble” or rough sketch which accommodates the various components i.e. headline, visual, picture, text, logo, etc. in a balanced format within the given space. Selecting the size and type of the font (lettering), the photographic treatment and the overall treatment of the TV

commercial is the purview of the visualisers and art directors who man (and woman) the art department.

### **Market Research**

The Research department tries to measure the effectiveness of the ad campaign. It is research that provides the media planner and creatives a scientific and measurable basis to sharp-focus their strategy. All professionals are from a variety of disciplines, but share a common comfort level with mathematical or statistical modelling, sampling techniques and psychographics.

## **Advertising Techniques**

### **Do's, Don'ts and Simple Tips from Years of Learning**

#### **Internet Advertising Techniques**

- Do understand the most powerful advertising technique on the Internet is showing up in organic search results (ideally first page, in the first three results).
- Do understand that Pay Per Click search ads provide the next best set of Internet advertising techniques after organic search engine placement.
- Do understand that text links almost always outperform banner ads as advertising techniques because all look more like content and people are used to clicking on content (text links) far more than ads.
- Do understand that Internet display ads perform best with flash animation, motion, or video.
- Do understand the eye reads top left to bottom right and it impacts the click-through rate depending on where the text links or display ads are on the page.
- Do understand that the page upon which the consumer clicks is just as important as the ad or link that got them there.
- Do understand that improving or optimizing the own pages and the own site is



more impact than optimizing the advertising techniques in text links or display ads.

- Don't underestimate the importance of it sentence above.
- Don't assume that just because the built a website people will visit it.
- Don't underestimate the power of words: Is, are, asking a question, amazing, discover, now are all proven "power" words that produce far higher response.

### **Direct Mail Advertising Techniques**

- Do use a stamp vs. a bulk mail endicia – Open rate on envelopes with physical stamps is 13% higher.
- Do make the letter look like newsworthy content – Content gets read, not advertising.
- Do attach news articles blown up to fit on 8" x 11" paper as an attachment to the direct mail piece.
- If it is using a card vs. letter, use 6" x 9' stock or larger.
- Do not use any "special offer inside" language on the envelope or "hey look at me" advertising techniques when using a letter envelope.
- Do not use an adhesive address label unless it's a label from websites.
- Do not use an 8" x 11" letter in B2B direct mail, but do use A4 or executive sized stationary – higher read rate and higher response rate vs. full sheet letter.

### **Writing as Advertising Techniques**

- Do understand that the uses of certain words are power words which produce results.
- Do use present tense – better response than past tense.
- Do use the word "you" or "your" far more than "I" "me" or "we."
- Do use words like these in the writing or advertising techniques which produce demonstrated higher response rates:
  - You
  - Your
  - Now

- Discover
- This
- These
- Amazing
- Do understand that asking a question with the word you in it is one of the best ever advertising techniques.
- Don't, however, ask a question where the answer can easily be "no, and I don't care."

**TV Advertising Techniques**

- Do use TV as a way to legitimize your brand, launch the brand, or reposition the brand. When used prudently and selectively, it can be one of the best advertising techniques depending on the situation.
- Do investigate buying "remnant" TV media and making opportunistic buys for a fraction of retail prices.
- Do make sure the TV spot looks like nothing else on TV (in order to stand out).
- Do make sure it is a compelling offer, and a compelling newsworthy announcement.
- Do pay special attention to audio in the TV spot recall of ads with music in the ad (not background music) produces higher recall and captures more attention.
- If have people in your TV spots, do make sure to have them with the eyes looking right in the camera the stopping power and attention rates are higher with ads that have people looking at directly in the eye.
- Do have a response medium (website, telephone number, SMS number, etc). If don't, it could be one of the worst advertising techniques.
- Do understand that for response, early AM and late evening produce higher response rates (if someone is up at those hours, they often have nothing else going on and are paying more attention than normal).
- Do understand that the creative that put into the costly media of TV makes all the difference in the world. A bad TV spot in good TV media can be one of the worst

advertising techniques.

- So: do test your TV creative on the Internet before putting it on TV or test at small levels before putting on untested TV creative in large media buys.
- Do understand one of the cardinal rules of TV creative: see and say. See the product when the words are said. P.S. don't forget to show the actual product. See and say in TV is one of the most basic, but often forgotten TV advertising techniques.
- Do understand that likeability of ads (plus the offer) produces the highest correlation to sales.
- Do understand the basics of targeting, but index the cost per thousand impressions (CPM) with the index of propensity to buy your type of product/service.
- Don't always do what you like let the numbers dictate.
- Don't accept weakness in the TV creative. Average TV spots in costly TV media, is the most common blunder in all advertising techniques.

#### **Print Advertising Techniques (Newspaper, Magazine, etc)**

- Do understand that a print ad which looks like an "ad" fail unless have an amazing offer (great discount, sale, limited time only). Without an offer, an ad that looks like an "ad" won't get read.
- Do make the ad look like content (use the same font style and layout as the publication) or make the ad look like no other ad in the publication.
- Do understand that white space can stop people in the tracks, and produce a higher response rate. One of the greatest advertising techniques is white space.
- Do understand that a photograph of a person with the eyes looking directly at the produces a higher response than a photograph of a person with eyes looking elsewhere.
- Do understand that a print ad with a "Drop Cap" gets read more than without one.
- Do understand that ads with lists and bullet points get read more than ads with paragraphs.

- Do understand that a photograph's caption is extremely important a good photograph can be the first thing a reader sees, and the caption the second thing all read. If the caption fails, all skip the rest of the ad if the caption works, the ad gets read. Smart captioning can be of the most effective print advertising techniques.
- Do understand that copy in quotations gets read 13% more than without quotations.
- Do understand that ads delivering news value get read more than anything else.
- Don't ever use a reverse print ad (black background with white font) it's hard to read and is proven repeated lower response rates one of the worst advertising techniques.

**Radio Advertising Techniques**

- Do understand that radio advertising works best with high frequency and proper timing.
- Do understand that the first five seconds of the radio ad may be the most important a cell phone and the radio preset button is a moment away from avoiding the ad.
- Do understand that need to say the brand name a lot more often than would ever imagine in a radio ad (people daydream in the car), and need to drill the brand name often.
- Do understand that reads from products get more attention because all seem like content from a familiar voice versus a stranger's voice.
- Do understand that one of the most powerful advertising techniques is to produce fresh radio creative every week versus running the same radio spot for more than a week.
- Do understand that if it sounds like content, people listen if it sounds like an ad people won't.

**Word-Of-Mouth and Buzz as Advertising Techniques**

- Do understand that the root of all buzz is a seven-letter word: stories.
- The bottom of buzzmarketing and word-of-mouth is to give people a great story to tell, which all, in turn, can tell others and by them telling the story it makes them interesting, fascinating, and newsworthy.
- Do not confuse buzz marketing with some other services which pay people to talk

about products (still a push technique). Buzz marketing is about creating a pull. Buzz marketing is about creating a story which pulls a brand along with the story.

- What creates a good story can be found in my book or in the free chapter download on it site's book page.
- Buzz marketing happens when people start conversations that begin with "Hey did you hear" or "Hey, you're never going to believe" and then all tell a story which pulls the brand along with that story.

## **Advertising and Public Relations**

### **Introduction - What Advertising is All About**

Everyday lives - are subjected to advertising in one form or another. Then, too, many people make use of advertising in pursuance of private or business affairs. But how many of those same people really understand what advertising is, what it seeks to achieve, and how its aims are achieved?

To put it very simply, we can say that advertising is concerned with: 'telling and selling' From this simple statement of understand that:

- Advertising is initially used to tell people about something.
- It is then used to try to sell that something to those people.

The "something" might be an idea, or it might be a "product" produced or provided by the person or business - called the "seller" or "vendor" - wishing to sell it, that is, to exchange it for money.

## **Categories of Advertising**

**There are two main categories of advertising: indirect and direct.**

- **Indirect Advertising**

It category is so called because it is NOT aimed at specific individuals, but rather is intended to “reach” the general ‘buying public’ - composed mainly of consumers - or sections of it. Advertisements in newspapers and magazines, commercials on radio, television and cinema screens or using other media for, say, soft drinks be aimed at encouraging any body who happens to read, hear or see the advertisements to buy the drinks, whether from grocery shops, supermarkets, bars, kiosks, or restaurants, or other ‘outlets’.

Some products are likely to be of greatest interest to only certain sections of the buying public, and so advertising be aimed at them in general. Advertisements for baby foods or clothes, household goods and foodstuffs might be placed in appropriate womens’ magazines, as it is women who are most likely to purchase such products.

- **Direct Advertising**

It category is so called because it is aimed at SPECIFIC individuals or groups of people or enterprises who or which are the most likely prospects for the products concerned. In many cases it involves direct mail the sending of leaflets, circulars, catalogues, etc., direct to prospects in the homes or places of work. Frequently such sales literature, often supported by a “covering letter”, is sent without the recipient having requested it. The executive in charge of advertising the motor vehicle accessories might have details of the products sent to owners or managers of garages, businesses selling spare parts, and to businesses with sections or departments devoted to motor accessories. It is because such enterprises are the most likely commercial buyers for the products.

## **The Advertising World**

**Introduction-** It looked at the various types and functions of advertising, and the roles which it plays in modern commercial practice. It must now consider the four main

segments of the 'advertising world' which are involved in conceiving advertising, and in actually getting it to prospects. They are:-

- **Advertisers**
- **Media**
- **Advertising Agencies**
- **Support Services**

Not every one of the four segments - which we now describe for it - be involved in every single advertising's "campaign", of course. But by the time it is read about them all, it should be able to spot which two of them always be involved - see if it can!

### **Types of Advertisers**

The advertising process really begins with an advertiser. An advertiser be an individual or a small or large group of people, or it be an organisation - which might be a "commercial" venture (a "business"), a non-profit making body, a local or central government body, an association or club, and so on. Whatever the case, it be the advertiser - perhaps with advice from and the recommendations of one or more of the other segments - who makes all very important decisions:-

- At whom the advertising be directed or aimed or targeted;
- The size of the advertising 'budget', that is, how much money be spent on the advertising;
- In which and/or on which media the advertisements appear;
- How long the advertising - the 'campaign' - last.

Advertisers can be separated into a number of broad categories. The category into which a particular advertiser falls well influence:-

- The decisions made relating to the four matters listed above; and
- It use which be made of one or more of the other segments.

**Individual Advertisers**

A private citizen advertises to sell a product, to fill or satisfy a particular need or want, or to express an idea or a point of view. Organizations advertise a motor vehicle he or person owns but wishes to sell. That same person advertise to find a job, or to find accommodation, or to find a product he or she wants to buy\*. As organization have already mentioned, politicians often advertise to persuade people to vote for them, or to express their views on certain issues.

**Industrial Advertisers**

Into it category fall enterprises like mines, which extract raw materials such as oil, coal, iron, etc., which are in general sold to other enterprises for use as power or for use in manufacture. Agricultural and fishing activities are also classified as extractive. There are also industrial enterprises involved in construction and allied fields. Other enterprises in it category are classified as processing or refining because all “process” the raw materials and, in so doing, alter the original forms into more useful or saleable forms. Still other industrial enterprises are involved in using the raw or processed materials in the manufacture/ production of the wide range of products available on the market today, or in producing components which form part of the final products of other manufacturers.

All types of industrial concerns might advertise. However, are likely to be most familiar with advertising carried out by some manufacturers and by some processing/refining concerns because all tend to concentrate the advertising around ‘brand names’. All are generally amongst the largest spenders on advertising.

**Trading Advertisers**

The range of concerns in it category is very wide, but the common activity is the buying and selling of raw materials, components and products produced by the industrial enterprises. Enterprises involved in trading range from small one-man shops and kiosks to huge supermarkets, departmental stores, hypermarkets and shopping centres/malls.



Those trading enterprises involved in wholesaling tend to promote sales of the products in which all deal through personal selling techniques, and might undertake little if any advertising. Wholesale businesses - called 'importers' - which import or "bring in" products from other countries, might place advertising for the imported goods.

In contrast, the group of trading enterprises involved in retailing advertising is great deal. However, the volume and value of advertising undertaken by different businesses varies considerably depending upon the size of business unit, the range and types of products marketed, and so on. Some trading concerns might advertise to buy in addition to or instead of to sell.

### **Service-Providing Advertisers**

Frequently the services provided involve the performance of some work, only the results of which be seen. Banks, finance houses, transport organization, insurance organization, hotels, restaurants, estate agents, computer bureaux, travel agents, tailors, electricians, printers, hair dressers and barbers, beauticians, and many more, all advertise the various services all provide.

There are also concerns which provide specialised services called utilities. All include enterprises - often fully or partly state-owned and run - which provide such large-scale services as 20 electricity, water and gas supplies, as well as sewerage, communications, and similar services, often on a national or regional scale. Some of the utility concerns also, from time to time, undertake either product or institutional advertising, or both. And some utility concerns also operate retail outlets.

### **Non-Product Advertisers**

Into it category can place the wide variety of organisations which advertise other than for the sale of products: charities, non-profit making bodies, political parties, social groups, "pressure groups", local and central government departments, and others.

**Scope of Advertising**

Depending on circumstances and products, advertising be carried out on a national scale, on a regional scale or in a fairly limited area that is, locally; although in smaller countries or less populous nations, the distinction might not be apparent. Some advertising - especially for well-known 'branded' consumer products - might be carried out internationally, especially in magazines or periodicals which circulate in many countries, on satellite television and on the Internet.

- **Nationwide or national advertising-** is commonly used to promote the sales of popular consumer products, but not exclusively so. The advertisements generally do not make mention of any specific store - but apply to all of them. That is backed-up by local advertising for individual stores.

An organization owns a franchise on a well-known product protected a "trade mark which is provided from outlets operated by independent businesses under franchise agreements. For a fee - usually based on a proportion of the income of an outlet - the franchise owner supplies a well-known name, certain products and/or equipment, know-how, training and, most importantly, advertising and sales promotion. Businesses which be run under franchise agreements include petrol/gas stations, vehicle distributors, public houses, restaurants and other types of eating-places, printshops, motor vehicle exhaust and tyre fitting and servicing, and home cleaning.

- **Regional advertising** - when desired - may be facilitated by magazines and periodicals which circulate in areas of interest to advertisers, by regional radio and/or TV stations.
- Local advertising may make use of a wide range of other media, as available, in addition to or instead of newspapers, magazines, radio and tv.

**Advertising Agencies**

An advertising agency is a business which be appointed or hired to plan and prepare

advertisements for advertisers - called its 'clients', who provide 'accounts' - and to arrange to "place" the agreed advertising in the media selected. Not all advertisers - especially smaller ones - use agencies, but the client-agency "partnership" is dominant in the advertising world.

Advertising agencies range in size and organisation from small one-man operations to international businesses with branches and/or associates in many countries. The success of an agency depends upon its resources, particularly in terms of creative expertise, media knowledge and strategic planning abilities. Large advertisers operate in conjunction with advertising agencies by one of two methods.

- **Advertising Departments**

An advertising department is the most common arrangement in a large business. The primary responsibility for advertising lies with the advertising manager, who usually reports to the marketing director.

In a typical business dealing with a variety of branded consumer-products, responsibility is usually divided by brand, and then each brand-range is managed by a 'brand manager'. The brand manager is delegated responsibility for sales, product development, budgetary control and profits, as well as for advertising and other promotions of the brand-range concerned. In co-operation with an advertising agency's 'account executive' the brand manager develop an advertising strategy.

Advertising manager who organises and staffs the advertising department, who selects the advertising agency, and who co-ordinates efforts with other departments within the organization and with businesses outside it. The advertising manager also is in charge of advertising control, which involves checking on such matters as:-

- Did the advertisements appear?

- Did all appear on the right date(s)?
- Were all the right size(s)?
- Did they appear in the right position(s)?
- Were costs kept within the budget?
- Did the advertisement(s) reach the target audience(s)?

The personnel who perform those tasks vary considerably, and much will depend on the size and type of a business, and on the volume and value of advertising carried out for or by it.

- A small retailer might have just one person - often its owner or manager - laying out an advertisement, writing the copy, and selecting the media. The “physical production” of the advertisement might then be done by the chosen media, or by a support service provider.
- Large retailers often have more complete advertising departments, with specialists on the staffs to do much of the necessary work in-house.
- Manufacturers tend to rely more on advertising agencies to perform the various tasks, with the advertising manager liaising between the organization and the appointed agency.

### **In-House Advertising Agencies**

Businesses which need to exercise closer control over the advertising might operate the own in-house advertising agencies.

An in-house agency performs most, and sometimes all, of the functions of an independent - or “outside” - advertising agency. Most in-house agencies are to be found in retailing businesses. Many large retailers, find that arranging the own advertising provides cost savings, as well as flexibility and speed of action to take advantage of “opportunities”. An in-house agency need - and be able - to plan and to execute - to ‘mount’ - a new advertising and/or sales promotion campaign within hours, whereas an outside agency take weeks

to complete the same tasks!

### **Support Services**

The final segment in the world of advertising is made up of a variety of individuals and service organisations which offer assistance to advertisers, advertising agencies, and the media; for convenience all are collectively referred to as providing 'support services'.

Those in it segment might also be referred to - as is appropriate - as freelancers, consultants, or self-employed professionals. Include freelance copywriters, layout and graphic artists, photographers, music studios, sound recordists, printers, market researchers, direct mail production houses, marketing consultants, tele-marketers, public relations consultants, computer bureaux, Internet providers/website developers, and others.

Common reasons why advertisers, advertising agencies or media employ such people or service organisations might be that:-

- All have no expertise in the particular area
- All do not employ in-house specialists in the particular area;
- The in-house specialists are overloaded;
- All wish to gain a fresh perspective or input, or new ideas.

**Another** - often important - reason could be that independent "outsiders" might be able to do the required work less expensively than it can be done in-house. A great benefit of using freelancers over in-house departments or agencies is the availability of a broad range of specialised talent on an "as-needed" basis; talents and skills of individuals who are uniquely suited to particular projects can be called upon as and when they are needed. Another benefit of the use of freelancers is that it can provide a broader, more flexible access to some of the best creative talent, and a broader range of ideas than might be found in-house or in an advertising agency.

# 10

## **Public Relations and Social Responsibility**

- Public Relation & Corporate Communication
- PR Do to Corporate Communication

## **Public Relation & Corporate Communication**

Public relations and corporate communications are relatively the same, though the objectives and tactics are often quite different-conflicting even. All are the well-known of communication, and just as public relations creatively promotes the favorable image of its client to the public, corporate communications adheres to the complicated bylaws of compliance in both internal and external communication, promoting the integrity of a corporation with very little room for creativity. And while they are very different, both types of communication are heavy-hitters in any organization success.

Function, since public relations is a profession that relates mostly to the promotion of an image, depending on its client, it is free license to spin words, stories and photographs into innovative and interesting press release. As for corporate communications, a profession that prides itself for coloring compliantly within the lines, there is almost no free license to spin words, stories and photographs.

Considerations, in the business of public relations, the objective is to create newsworthy press. Again, depending upon the client, there is lots of room to get creative and even more room to get away with it. With corporate communication it takes a complicated approval process as long as arm to get a short organization email out to the press or to its employee-base. And though the two businesses are vastly different, all both serve a very specific and useful purpose when it comes to communicating to the public.

Opportunities, an organization's reputation and profitability can often depend upon the goals and policies of both the public relation specialist and the corporate communications specialist-both invaluable advocates for the business. Both roles can be an exciting and lucrative field to get into since both media marketing and business technology are fast-becoming a growing field of opportunity. When considering a job in communications, one

considers whether all enjoy the creative side vs. the more structured side of the business. Responsibilities, corporate communications is about more than telling the organization's story. It is often the subject of public issue, health, energy, the environment, employee satisfaction and anything and everything corporate. Corporate communications is a subtle message that is often lost in acronyms and flavorless corporate-talk. It is a responsibility to the business, to its employees, to its shareholders and to its customers, and it takes that responsibility seriously. On the other hand, public relations has a responsibility to making headlines, crafting stories and attracting the attention of the media and the public-often in any means necessary. That's not to say that public relations firms are underhanded and lacking integrity. It's just that they don't holdfast to the same rules that most corporations do, and it often causes conflict between the two businesses.

Audience, public relations are directed to the media. It means newspapers, magazines, radio, television and the internet. Publicity comes by way of any mention in the media. Organizations generally have very little control over the message that gets out into the media. It's the journalists and reporters that take the message and run with it. As for corporate communications, most messages are directed internally to its employee-base, customers and partners via email, memos and the occasional press release. And great pains go into keeping those vehicles of communication close to the vest.

## **PR Do to Corporate Communication**

Unlike paid advertising, public relations are third-party endorsement through the free placement of news articles in media publications. Organizations and even government agencies use PR to spread positive news and create public awareness about recent events, product launches, leadership changes and mergers and acquisitions. Public relations and corporate communication are often interlinked, since PR acts as a subset of communication activities that happen both within an organization and externally.



Function, the purpose of public relations is inherent in its name. PR professionals create and build relationships with public groups by creating stories about the organization, which are distributed to various media outlets. The public can include anyone customers, business, residents, distributors, investors, suppliers and employees are a mutual stake in the organization or entity. Often corporate communication professionals work closely with PR specialists to produce press and media releases that accurately reflect the organizations brand and mission. It is also common for corporate communication departments to take on the dual role of creating marketing collateral for clients, internal materials for employees and news stories for journalists.

Time Frame, when releasing a press or media release to the public, PR professionals must be cognizant of timing with certain events, product launches or organization announcements. Sensitive or competitive information only be released to employees or customers until after it is announced in the media. Corporate communications manager delay publishing an article in a customer newsletter until the information is shared with the general public. Likewise, marketing and communications professionals it schedule public and client functions coordinate with PR to ensure media coverage following the event. Corporate communications employees schedule executive interviews with journalists were invited by PR managers.

Benefits, primary purpose of PR is to seek the endorsement or support of established media organizations, corporate communications must supply PR with the proper materials to create captivating news stories. The results are often positive mentions in respected publications and the dissemination of messaging emphasizing organization values and strengths. Credibility with the media can be used to produce news for internal communications as well. A glowing review about a recently launched service or successful financial quarter can be shared with an organization to boost employee morale and worker productivity.

Coordinating PR and corporate communication activities is very important, since an organizations market positioning, product benefits and brand values should be accurately communicated to the media. Organizations spokespersons such as CEOs and other chief executives officer should be trained on how to speak with and answer questions from media personnel. To help executives comfortably speak with the public, PR specialists create talking points or role play question and answer sessions on camera. Subsequently, media quotes by organization spokespersons can be used to enhance corporate communications, including newsletters, brochures, printing, websites and case studies.

# Corporate Legal Considerations

- LLC or Professional Corporations
- The LLC Companies
- Maintain and Record the LLC Corporations Minutes

## **LLC or Professional Corporations**

When form a corporation or a limited liability company (LLC), the turning of business into a separate legal entity. Corporations and LLCs choose an incorporator, lawyer or director to execute the formation of an LLC or corporation. The costs to incorporate or form an LLC vary from state to state. When forming a corporation, be subject to double taxation. Choose to form an LLC, be able to pass the organization profits and losses to personal income tax return.

Check the availability of business name. The online business service select generally handles the organization name search. Business name be acceptable as long as it isn't registered to another business within state. Once people decided on a business name that isn't in use, register the business with the appropriate government agency. Secretary of state's office in state be able to provide with the necessary documents to establish the corporation or LLC.

Complete articles of incorporation. In most cases, states have forms that allow to simply filling in the blanks. If the forming a corporation, be required to disclose the shareholders, officers and directors of the corporation.

## **The LLC Companies**

LLC meaning of "Limited liability companies (LLC)" are a popular business structure that offer certain tax and liability advantages, yet do not require some of the formalities associated with the corporate structure. Corporations, for instance, keep accurate records and hold annual meetings, complete with meeting minutes. In general, LLCs are not required by state law to keep meeting minutes, but it is a good idea to do so. Meeting minutes are important documents. Typically, the minutes list those present at the meeting,

what was discussed by the meeting and it brought up what topic and what decisions were made. Accurate and complete meeting minutes make it easy for the members of a business to look back at past meetings and remember what occurred. The minutes be accurate; minutes-drafter had to clarify it was speaking or what was said. The benefits and the ease of keeping minutes lend to the suggestion that an LLC should keep minutes.

## **Maintain and Record the LLC Corporations Minutes**

Limited liability companies' elects to be taxed as corporation the business takes on a level of complexity that makes practicing a more formal structure advantageous. LLC with only one member, as owners are called, as a sole proprietorship, and a multimember LLC as a partnership. The LLC's entire income and expenses are attributed to the members and reported on the individual tax returns. It's simple, except members, those are actively run the daily operations of the organization; have to pay self-employment tax on their shares of profits. By electing to the LLC taxed instead as a corporation, member managers can realize a significant tax advantage by receiving reasonable earnings, subject to normal payroll taxes, and separate profit shares not subject to any employment taxes. Electing to be taxed as a corporation doesn't impose the state corporation rules to hold member board meetings and maintain minutes. It does, however, raise the level of record keeping the organization to maintain; including the justification members had for setting managers earnings. Operating Agreement agreement is the base document that lays out how an LLC should be run. It's an internal document not filed with the state, though some states require an LLC maintain the articles at the organization place of business. An LLC needs to record any amendments to the agreement and keep them with the original document. Member Meetings, while member managers run the day-to-day business operations, all members, including those are only invest in the organization; have the right to take part in an LLC's key decisions. Keeping minutes of member meetings and recording the decisions reduces the chance of member disputes in the future. Maintaining Liability Protection, keeping a

complete record of member meetings and votes, an original operating agreement and any amendments, financial records and any official documents can ensure an LLC operated as a separate business entity within the terms of state law and the company's operating agreement.

# The Management of Innovation

- How to Manage Organization
- Manage an Organization and People
- About the People Management
- How to Manage People
- Manage People at Work
- Supervise the Younger People at Work
- Manage Negative People
- Identify and Manage Difficult People at Work
- Successfully Manage People
- Organize as a Management Function
- Strategy and Management
- Manage Change in Organizations
- Motivation the Management

## **How to Manage Organization**

An organizational plan requires a list of tasks to be done for the organization over a period of time, in some cases, up to five years. By listing the tasks can manage the workload by setting clear goals that will help organize the type of work that needs to be done, implement a schedule and determine the help need. Prepare an organizational chart, listing all the work that the organization does. Divide the work in general categories. Set clear goals for each category with specific time lines.

Identify a reliable adviser or expert in the organization and make him accountable by allowing him the authority to access information, order supplies and make decisions. Create accountability to accomplish the task. Monitor the progress of the tasks against the plan regularly. Adjust the plan where necessary if there are changes in circumstances or new information. Inform team members of the status of tasks in writing. Plan team review meetings and make it self available as required.

## **Manage an Organization and People**

How to effectively and successfully operate an organization is very complicated. It requires an extensive amount of training, skills, knowledge and experience. Organizations over time become very complex and competitive. Managers understand the concept of management in order to effectively run an organization. It takes a lot of knowledge and skills to supervise employees and run an organization.

Supervisors are some of the most important individuals in an organization. All set the tone and culture for an organization. All are to get the employees to buy into the culture and policy of the organization. Furthermore, the manager is responsible for solving problems. All also have the responsibility to make sure that employees are working effectively. All



also strive to make sure the organization is profiting or providing a quality service. Supervisors should possess leadership characteristics. All is able to recognize the strength and weakness in the followers. Also, a manager is able to delegate responsibilities and motivate the employees. All should have good communication skills and know how to read the employees.

One of the best management styles a manager can embrace is the participatory management style. Under this type of management style, the relationship between supervisors and employees is positive. Its a democratic and humanistic form of supervision. Participatory management is the style of supervision that generally asks for input from employees, but retains the final decision-making power. Furthermore, employees are encouraged to be a little more self-directed. Also, the employees' talents are respected. Under the type of management, employees tend to be more loyal to the organization and feel some sense of belonging.

Good management equals good business, but being a good manager requires patience, flexibility and openness. It's a skill that can take some time to master, but it's worth the challenge, as poor management can lead to demotivated employees, low organization morale and a negative impact on efficiency which can ultimately affect the bottom line.

### **Tips on How to Manage an Organization**

There are many important elements to running and managing an organization. No matter an organization's size, its leaders have many roles to play in ensuring a smooth operation with everyone doing the job. Managing the staff effectively can be the key to success not just for the department, but for the entire organization.

**Vision and Planning:** The organization must have a clear vision, knowing what it wants to do. Without any vision, remain stagnant; without direction, it's like going on a

road trip without a map. It must design a clear map that will guide all members to the destination. Create a well-organized and structured business plan and communicate it to all staff. Once have established the vision or goal, follow it up with planning decisions. Tap Available Resources: While are devising the strategies, every member must be encouraged to make the most effective and efficient use of the resources and do all can to contribute to the organization. Be active in searching for and tapping any hidden resources can use.

**Encourage Self-Reliance:** Encourage self-reliance. Teamwork is obviously valuable, but individual productivity is just as important. Each staff member within the organization should contribute a special skill or ability that helps the overall organization to succeed. In a small business, it can't afford to carry employee dead weight. Instead, look for people it can accomplish all the tasks the organization needs so don't have to turn to outside help. Employing consultants or outside resources is not always a sustainable business model and can be much less cost effective than hiring people have the skills anyway and it can put them to good use.

## About the People Management

People management is an important part of every supervisor's job. If people are responsible for leading the work of all or part of a team or department within the organization, learning how to manage people more effectively is an important key to excelling at the job. Strong leadership is often the difference between organized groups of people working toward a single goal. Knowing what it takes to be an effective, compassionate leader can tip the scales in the favor.

**Types:** As a supervisor, it can choose to be an autocratic manager or a democratic manager. Those understand the importance of people skills in managerial success, are much more

likely to choose the democratic path. It type of manager recognizes that employees are valuable members of the team is deserve to be treated with respect at all times. Democratic leaders are open communicators is provide feedback and encouragement to employees to coach peak performance. Alternately, an autocratic leader focuses on the task parts of management and relies on the formal authority of the position to coerce performance. Considerations: One of the basic facts that every supervisor needs to know about people management is that leadership is a basic human need. When people are in charge of a department or group of people, are responsible for conducting it self in a manner that inspire the people are charged with directing to respect and look to for leadership, guidance and support.

**Benefits:** When are viewed by the employees as a caring supervisor is the solid people management skills, people can enjoy the benefits of directing the work of a team of consistent employees are likely to be engaged in the jobs and committed to the overall mission and vision of the organization.

**Have a Plan:** Having a strong action plan in place from the beginning make the organization more confident. Showing a realistic timeline for completion of a goal as well as easy-to-follow instructions to carry out a task the make the goal seems closer.

**Compromise:** Negotiation is an inevitable part of working with a group of people. Finding a middle ground be up to people, even if it compromises own methods. Compromising lets others in the organization know value their opinions, strengthening the group and the cause.

**Be Humble:** Don't be afraid to admit a mistake and take corrective action. Ignoring the faults compromise the goal and frustrate the team.

**Give Encouragement:** When someone works hard he deserves recognition. Show how proud is of the team's triumphs and the overall goal. If someone is having trouble completing a task, provide help and guidance.

**Manage People:** A manager's most important, and most difficult, job is to manage people. It leads, motivate, inspire, and encourage them. Sometimes will have to hire, fire, and discipline or evaluate employees.

**Employee Motivation:** One of a manager's most important tasks is motivating the people. All resources help understand what makes the people tick, how different the all are, and what need to do to motivate each of them to peak performance.

Employees are the biggest asset the organization. Employee's performance and attitude can result in the success or failure of the business. The most difficult part of any manager's job is people management. All are required to lead, motivate, train, inspire, and encourage. On the other hand, the also responsible for hiring, firing, disciplining, training and evaluating. All functions seem to be at odds, but a successful manager can integrate both the positive and negative aspects of all tasks to create a positive, productive work force.

People management, also known as human resource management (HRM), encompasses the tasks of recruitment, management, and providing ongoing support and direction for the employees of an organization. All tasks can include the following: compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

When managing the people within an organization, a manager must focus on both hiring the right people and then getting the most out of all people. New personnel

must provide the organization with the best talent available that meets the needs of the business. The organization must look ahead to how a new employee can be used to the fullest. Getting the most out of an employee means a business the consistent policies and practices in place to provide its people with appropriate training and development. Employees are involved as “partners” in the business.

Probably the most important task a manager the face when dealing with the people under direction is that of bringing out the best in them. Unlocking people potential is often seen as the key to any business’s success. When an employee’s talents are not channeled correctly, the behavior can seriously compromise the success of an organization. Some of the roles that an employee is not being used to potential can take on are as follows: procrastinator, victim, gossip, manipulator, backstabber, narcissist, a deer in the headlights, black hole, stonewalled, curmudgeon, bully, and predator.

People Empowerment can be a very effective tool within the field of people management. It technique can be used to involve employees in any improvement program within an organization. Authority, accountability, and responsibility are delegated to the employees for improving the processes which are under their control without first having to obtain permission from management before making changes. It can be successful only when employees are recognized, congratulated, and rewarded for their commitment to problem solving.

### **Top Ten Tips for about the People Management**

To get the best results have to be very good at Managing People and it’s not as hard as the think. Here are the secrets of the very best managers:-

1. **Manage:** The focus on getting the people to deliver the key activities and don’t are attempt do too much themselves. The best managers delegate widely, using the ethic ‘Ask for forgiveness, not for permission’ to free the people from blame or

wrong doing.

2. **Build the Best Teams:** Leveraging the exceptional talents of all the people around them, managers develop and utilise capability fully - and glue it together.
3. **Focus on Delivery:** Managers are there to deliver the day to day tactical results the business or organisation needs. Here, it is little space for strategy or vision as such, but those great at managing people keep a reference point there. Every manager's defined goal is measurable results.
4. **Build Relationships:** As it's all about people, great managers build relationships easily and make it a priority, day-in-day out. All spend a lot of time with and listening to, all people.
5. **Accept Feedback:** Don't just accept it, all suck feedback in - all use the excellent listening skills to seek out feedback all the time - in every interaction.
6. **Develop Others:** Grasping the opportunities, the best managers quickly link them to those it can make progress in their own development - and in line with ongoing Succession Planning, prepare for the future well in advance.
7. **Are Accountable:** All are very clear that all are 'where the buck stops'. No blame elsewhere, not upwards deflection of decisions; no 'someone else's fault'. All are where the action is and all accept it. It's down to them.
8. **Set Standards:** To ensure that everyone is clear, great managers have simple and clear standards throughout the area of operation - ideally created in collaboration with the people.
9. **Are Determined:** Focusing entirely on value-creation, all stick to plans, policies and change programmes like glue. All are skill to know and deliver what is right, without veering from their Vision.
10. **Can Be Trusted:** The best managers are ethically sound, fair and honest. All make promises only when all know all can deliver. Everyone is treated equally and the own behaviour models fairness and transparency.

## How to Manage People

It just earned a promotion and finally broke from the ranks of the worker bees to the first levels of management and a nice pay check to reflect the promotion. Seems to be an issue: Department never managed a person, let alone a group of people, in the life! People knew that promotions and pay raises came with such responsibility? Believe it or not, present are ways to manage people effectively. There are theories upon theories, and books upon books, on what it takes to be a leader. Meet and greet with every person under the supervision. If are starting out as a manager, probably have a small group of people to manage. Take the time to get to know them. By investing the time it takes to put a name with a face, the people have a sense of motivation just because made them feel less like numbers and more like people to us.

Watch with own eyes for problems, solutions and positive qualities. Take the time to “walk the floor” and see what’s really going on. Listen in on how the workers communicate with each other. See why the quiet ones are quiet and the bossy ones are bossy. Knowing how the workers communicate help communicate better with them.

Accept the blame, pass on the success. If something goes wrong and the own supervisors call on it in front of the workers, take the blame. Take it all. Don’t name names, even if everyone knows who made the mistake. Ultimately are responsible for what goes on good or bad with the organization. Just talk to the responsible parties in private. All saw take the heat for them which says a lot. When things go well, give them credit. It can even be specific in referencing their achievements.

Trust but verify. Our people often have good intentions but sometimes get one or two who want to take advantage of the system or the “new guy”. Trust their words, but verify them. Ask questions that already have the answers to in order to measure the integrity. It isn’t

a matter of “trapping” them in a lie, it is a matter of figuring out for itself whom can fully trust when aren’t around.

## **Manage People at Work**

Supervising other employees means walking that thin line. Don’t want to come off as bossy, but do have to assert control. This is especially hard if have achieved promotion from within. Suddenly are in charge of the former co-workers. Meet individually with each of the people manage as soon as can. Use it meeting to get to know them but also clearly let them know the expectations of what expect from them. Follow up with a memo and written procedures so there is no misunderstanding. Meet with staff regularly. Stay friendly, but don’t participate in office gossip or anything that would reflect badly on the position. Don’t have to stop eating lunch in the break room, but remember all the actions are scrutinized. Avoid open reprimands or corrections. If need to speak to an employee, discreetly ask them to meet behind closed doors. Make it as easy as possible for them, and all respect more than if makes a production of it.

Demand respect, don’t stand for rudeness. Explain politely but firmly that are handling the matter as professionally as possible, and that expect them to do the same. Be available to the workers under the management. Nothing is more annoying than an ‘absent manager’. Make sure can be reached for emergencies, and always pitch in to help when are shorthanded. Don’t tolerate any form of harassment from one employee to another. Department are responsible for maintaining a professional workplace, and all such behavior should be nipped in the bud.

## **Supervise the Younger People at Work**

Supervising younger people at work can be a real challenge, especially if empathize with



the inexperience and desire to have fun. On the other hand, it's the responsibility to make sure the work gets done. Here's how to supervise younger people at work without feeling like a stick in the mud. Let it self have some fun. If younger co-workers take long lunches, go with them on a slow day. If all have a paper clip toss game, learn it and kick the butts. The best part about supervising younger people at work is that it can help tap into the younger self. It's a nice break from the constant stress of the daily grind.

Plan some fun itself. Be a cool boss and organize a holiday party or a "dress like a beach bum" Friday. The younger and older team members appreciate the ability to show them a good time. Make sure the younger people on department team have a clear definition of what the job responsibilities are. That way, all know exactly what all are responsible for doing on a daily basis, and any levity needs to be fit in around job duties. For anyone doesn't respect the authority, take disciplinary action consistent with organization policy. Don't make excuses for some of the people supervise just because all are younger.

## **Manage Negative People**

Got a problem with a negative employee, negativity can harm everyone in a workplace even beyond the person is being negative. If co-workers have to sit around long enough listening to others complain and whine then after a while it can become a real hazard and destroy the entire workforce. If have the own negative working under department, and poisoning the workforce, here are some suggestions for turning the situation around.

Identify the negative person in private and ask that employee how it can assist him in meeting the goals and finding job happiness. Decide on time-lines for the negative person to meet the goals. Be a part of the solution and not part of the negative person's perceived problem. When the negative employee finished a certain task, acknowledge it and then offer that person a chance to move forward with the next goal. Limit the time spend with

the negative employee, but keep an eye on any problems that arise. Also, make it self available as a good manager should the negative employee have any problems or issues. Do not get caught up in blowing a problem out of proportion or feeling that it can't be handled responsibly and quickly. When there are problems, always offer solutions to the problems. Ask co-workers to send out positive messages to the negative employee as much as possible and help when needed. Sometimes people just need to feel appreciated. All turn into the best employee have working for us.

## **Identify and Manage Difficult People at Work**

We tend to assume that everyone thinks and behaves like we do and if all don't, we sometimes believe that all are being disagreeable on purpose just to irritate us. Yet, there are certain behaviors in others and in us that qualify as difficult. Difficult people are not bad people. While some people choose to be having in a difficult way, others can choose to act in a way that rises above the poor choices all make. Most people tend to ignore difficult behavior, hoping that it will go away. Unfortunately, the difficult behavior usually gets worse over time and infects more and more people. People's needs and preferences vary.

Refuse to play the difficult game. Separate the person from the problem, and view the difficult behavior as an opportunity to grow or understand. Don't argue or continue to push people the exhibit difficult behavior. All are only get worse. Reflect on what be happening in that person's life. Remember, difficult people are not necessarily bad people; all be under extreme pressure or experiencing hard times.

Seek to understand the person's style. Understanding the difficult person reduces the irritation level, makes feel better, and puts in a better state to deal with conflict situations when all arise. Get to know the other person's behavioral style to determine the most effective approach to use in a given situation. Try to determine what circumstances in the

past have contributed to the current situation.

Be quick to listen. It learns more with the mouth closed and ears open. Totally focus on what the person is saying. Paraphrase in the own words to check for accuracy. Repeat without agreeing so the person knows understand all concerns.

Manage difficult people by understanding the own strengths and weaknesses and then adjusting to the personal styles of others to exert positive influence. Don't think about the own response while the other person is talking and don't interrupt. Everyone wants to gain acceptance over the long term, so people typically adjust the behavior according to how all think other people expect them to behave.

Maintain a positive mindset as deal with difficult people. Look for ways to communicate with others in a more positive manner, to prevent future conflicts, and to resolve any current problems before they get out of hand. Don't blame or intimidate. Ask "how" questions to get input, and provide clear suggestions to avoid a similar situation from happening in the future.

Call a time out. Set a time limit for immersion in a negative situation or with a person engages in difficult behavior. Move away from the situation for a while, and come back after time for reflection and re-energizing. Take the time, be persistent, and don't criticize. Stay focused on a common solution. Time and energy are wasted proving someone is right or wrong. Get their input on how to improve the situation and act on it if possible.

## **Successfully Manage People**

If manage employees at work, know how hard it can be. Make sure know the backgrounds and talents of the people are working for us. Assign tasks to each person based on they

skill. One way to motivate people is by setting an example. If set a meeting time, should not miss it or be late to it. Also, be consistent in the own work scheule (e.g., when get to the office and when leave) so that others can follow the example of diligence. It can also motivate people by using one of the workers as an example. If see a quality like in a person, could openly indicate this.

Don't point out the minor faults of the employees. Instead focus on the larger ones and work to remove the while also making sure to praise the good qualities. Be kind but firm and honest. The easiest way to lose credibility is to get caught in a lie. Be willing to give an individual a second chance. It helps endear to that person and to help motivate that person to do better. Along all lines, be willing to step up for that person if something goes wrong.

## **Organize as a Management Function**

Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources takes place. All the three resources are important to get results. Organizing is usually considered the second step in the management cycle. Organizing is the management function concerned with bringing together the necessary resources and arranging them so individuals accomplish the activities most efficiently. It concerns itself with the division, coordination and control of the work as well as the flow of information within the organization or business.

### **A manager performs organizing function with the help of following steps:-**

1. **Identification of activities** - All the activities which have to be performed in a concern have to be identified first.
2. **Departmentally organizing the activities** - In it step, the manager tries to combine and group similar and related activities into units or departments. The organization

of dividing the whole concern into independent units and departments is called departmentation.

3. **Classifying the authority** - Once the departments are made, the manager likes to classify the powers and its extent to the managers. The activity of giving a rank in order to the managerial positions is called hierarchy. The top management is into formulation of policies, the middle level management into departmental supervision and lower level management into supervision of foremen. Clarifications of authority help in bringing efficiency in the running of a concern. This helps in achieving efficiency in the running of a concern. It helps in avoiding wastage of time, money, effort, in avoidance of duplication or overlapping of efforts and it helps in bringing smoothness in a concern's working.
4. **Co-ordination between authority and responsibility** - Relationships are established among various groups to enable smooth interaction toward the achievement of the organizational goal. Each individual is made aware of the authority and all know whom all have to take orders from and to whom all are accountable and to whom all have to report. A clear organizational structure is drawn and all the employees are made aware of it.

Define what activities and tasks need to be completed. Capture the division of labor pictorially on an organizational chart. Share the chart with both managers and employees. Monitor employee performance. Make certain that employees feel comfortable asking questions and with asking for assistance as problems arise. Work with managers and supervisors to assure employee happiness.

Create logical groups of activities and identify combinations as work components. Assure activities are connected in an effective manner. Combine logical activities and groups like jobs under the authority of a single manager for the purposes of planning, organizing and control. Monitor the outcome and adjust based on on-going and future organizational

demands. Assess and re-asses the organization and departmentalization to ensure efficiency.

## Strategy and Management

The structure of an organization and its strategy are intertwined inexorably, because the way with which decisions are handled and data is managed is tied to how decision and actions are executed. Depending on the goals and environment of an organization, different organizational strategies are more optimal.

**Centralization:** Centralization is the degree to which an organization places decision making authority in the upper levels of management, versus by individual employees. A decentralized organization results in employees is feel more empowered, as well as decisions being made faster because all do not have to be passed up a chain first. Centralized decision making can result in more efficient operations due to a single view in situations where the environment is stable.

**Formalization:** Formalization is the scale by which policies, job descriptions, procedures, and rules are explicitly described and written down. Formal structures have a large number of rules and regulations, and job descriptions are often specific and exhaustive, such as in the service industry. A high degree of formalization leads to slow decision making and lower job satisfaction. On the other hand, too low of a degree of formalization often leads to no decision making at all as multiple people believe all are in charge of a specific project.

**Hierarchical Levels:** Hierarchical levels are the number of levels between the lowest line worker and the head of an organization. A structure that it very few hierarchical levels, with each manager having a large span of control (or in charge of a larger number of

people) is considered flat, whereas a structure with a large number of hierarchical levels is considered tall. Each additional level slows down data passing and decision making, as it another step to be passed up.

**Departmentalization:** Departmentalization is the degree to which sections of an organization are separated. The two primary ways to departmentalize are structural and functional. Structural departmentalization is when departments are formed for a specific task. Functional departmentalization is when departments are formed type of action.

## Manage Change in Organizations

Change is difficult in any business environment. For many organizations, the process can be tricky, since employees in this environment tend to be a close-knit group. Done correctly, managing the process of change, negative or positive, in an organization doesn't have to be a huge, insurmountable task.

Don't keep secrets from the other employees. The more try to keep something under wraps, the more likely it is that the information leak from somewhere at some point, leaving employees feeling betrayed. All likely react negatively to the change because all feel like the changes took place under a mask of deception. Even if the change wasn't necessarily a bad thing, the presentation makes things look very differently.

Set up an open forum where anyone can speak the mind regarding the changes taking place. Change is a very difficult process for some people. If encourage people to speak the minds and offer the opinions about the change, then all feel like all at least got to air all concerns. Hold a few meetings where employees can air all grievances without feeling like all be repercussions for doing so. Encourage them to speak openly and honestly about the changes and have someone take notes. Some of the best ideas have come out meetings in

which employees were upset about changes taking place and ended up coming up with innovative solutions to the problems caused by change.

Ask for feedback regarding any new policies brought about because of the change. The more employees feel involved in the process of change, the more likely it can be that all accept the changes and think positively about them. Provide forms with information about the changes and give people a place to write in the opinions. Ask for emails or provide a suggestion box some where in the building so employees can anonymously provide feedback. There are a number of ways that can garner feedback from the employees, making them feel like part of the process.

Maintain an open-door policy for all administrators within the organization so there are a number of management options available for conversations regarding the change. Some people don't want to air the issues about the changes in front of others, but instead feel more comfortable in a more one-on-one environment. Make sure the employees know of it policy and encourage them to take up on it. Train the manager to listen attentively, foster an environment of open, honest communication and employees that whatever is said during the conversation is strictly confidential between the manager and the staff member.

Detail the changes in writing so employees have a reference to the new guidelines of the organization. If it can provide information in writing, employees are able to have a written reference in which to refer back to in the event that all have questions about the new changes. It can also there is a set policy in place regarding the changes in the organization that can then pass along to all employees as well as any newcomers hired after the point of change.



## Motivation the Management

Motivation is the psychological process of providing purpose and intention to behavior. By using motivation theories, management can inspire employees to take action and become self-directed. Motivation begins with identifying particular needs and providing a solution to meet needs.

**Acquired Needs Theory:** It theory states that every person is the same needs, but each individual prioritizes them differently. The theory identifies three needs: Achievement, Power and Affiliation. The need for achievement is the desire to do well at a task, the need for power demonstrates itself through influence over other people, and the need for affiliation is the yearning for meaningful relationships. Management needs to identify each person's first priority need and adjust the working situation accordingly to optimize each person's performance.

**Two Factor Theories:** The two factor theory identifies two main sources of motivation for people in the workforce. The first is hygiene factors, such as the working environment, a person's Salary, Job Security and management styles. The second motivator in the theory is satisfiers, which include achievement, status, recognition, responsibility and potential growth. The more all factors are present in a worker's environment, the more an employee is motivated.

# 13

## **Concept of Organization Structure & its Implements**

- Organizational Structure and Personnel Management
- Create an Organizational Structure
- Develop Organizational Skills
- Design an Organization Structure
- Differences in the Organizational Structures

## **Organizational Structure and Personnel Management**

Organizational structure aids in resource and personnel management. Effective organizational structure helps increase business productivity. Function, in regards to personnel management, organizational structure identifies roles needed so a business can function. Tasks included in organizational structure include categorizing required roles into departments and establishing authority figures. Benefits, organizational structure enables managers to delegate responsibilities, giving the managers more time to make everything functions effectively as a whole. If problems occur, managers can more easily diagnose the issues and implement solutions.

### **Create an Organizational Structure**

Deciding on the organizational structure of a business not be as easy at it seems at first glance. Majority of small businesses begin as sole proprietorships, that aren't always the best organizational structure choice. It is often chosen for the sake of convenience rather than it is the best structure for the business. Many problems can result from such an uninformed decision. Choosing an organizational structure for a business should be dependent upon the specific needs of the business over both the short-term and long-term; not either or.

How to Create an Organizational Structure, make decisions about how the business operate in terms of raising money for its operation; whether or not it have employees; with whom it do business; people be involved in the business and more. Ideally, all of the information already been outlined in a formal business plan. If a sole proprietorship structure seems appropriate, file the paperwork for that organizational structure within the state. In most states, such paperwork is pretty simple. In some instances, it is as easy as opening a bank account in the name of the business and obtaining an Employer

Identification Number (EIN) if the business intends to employees. It is the simplicity that appeals to most new business owners.

A limited partnership is often entered into when a business needs to raise money for its operation quickly without a lot of complication. Limited partnerships are generally structured so that the general partner total control over the way the business operates while the limited partners are the primarily for funding purposes. A partnership agreement is drawn up in such a way as to give limited partners voting or veto rights or other responsibilities within the business. In any case, the organizational structure requires a formal partnership agreement. Some states require a certain type of documentation while others do not. A limited liability partnership is generally generally formed to help business raise revenue while extending limited liability to those partners that provide such funding. It is a highly structured and complicated business structure that can strict operational rules imposed upon it by the state.

## **Develop Organizational Skills**

People are good organizational skills tend to be efficient, punctual and reliable. All use a systematic approach to managing the time, clearing the desk, arranging the space, and approaching new projects, all can find what all need quickly and rarely to cope with the stress of a looming deadline. Everyone can develop better organizational skills by taking stock of the current habits and then beginning to implement a few key new routines.

Evaluate the current organizational strategies. Whether task is to organize the closet or to organize a new file system for a business, first it determine what, if any, system already exists. Perhaps the predecessor established a system that is no longer optimal for how the office works so no one takes the time to utilize it. A meeting with all the people are use the system can be scheduled at which can brainstorm the features that a better system should contain.

Recognize whether think more linearly or more globally. Linear thinkers do best with a system that is numbered or alphabetized, while global thinkers do best with a more conceptual approach. Create labels or a diagram that help to determine the categories of items it organize. Write the down plan for to follow as establish the initial system of organization. Save it in case forget where put anything or if need to train others to maintain the system. If the organizational task involves other team members, show them the plan before making it final because the input perhaps provide even better suggestions. Buy items that make organization easy such as hanging files, shelves, cabinets and storage boxes. Put labels on them so that can easily remember where everything goes. Create the same files on the computer so that be able to store electronic documents using the same system as use with hard copies if are organizing papers for either the home or the business context.

Portion the tasks so that all are achievable within the time are able to set aside for organizing. Start with the smallest portion even a small amount of progress function as an encouragement for to continue. Budget enough time to implement a new organizational system so the do not become overwhelmed or frustrated. A great habit to develop is only to handle something once, before making a decision about whether it needs to be acted on, discarded or filed. Then do what is indicated. Should a future action be indicated, place it on the calendar or task list. Set a reminder and file the paper so that can find it when actually need it.

## **Design an Organization Structure**

One important element of the efficient operation of a business is determining the functions of its workers. Especially in the case of new ventures, an important first step is to determine the purpose of the business or organization. Develop a clear mission statement for the organization. Focus the organization structure around the mission statement. The mission

statement should include a strong emphasis on encouraging good communications between workers at every level as well as inspiring innovation and efficiency.

Decide whether the organization structure be centralized and formal or decentralized and informal. For centralized and formal organizations, the organization structure takes more of a top-down approach with strictly defined work roles. For decentralized and informal organizations, it is more of a cooperative approach with workers often performing a wide range of functions.

Determine the nature of the organization structure based on the mission statement and the formality of the organization structure. Organization structure can be department based or based on a particular project or process. Department -based organization structure is often divided into line functions (such as manufacturing) and staff functions (such as human resources).

Design the overall chain of command for the organization. If it is a single overall director or leader, determine the title for that role. If all are dual or multiple leaders, divide the overall organization function between the various roles in a way that makes sense for the particular organization.

Determine the authority and responsibility to be assigned to each position in the organization structure. Attempt to achieve a minimum of overlapping functions. Also, attempt to minimize any possible confusion by subordinates concerning which supervisors to consult with on specific issues.

Add subordinate roles to the chain of command. Determine the process of reporting from subordinate to supervisor and make allowances for special circumstances (such as grievance resolution).

## **Differences in the Organizational Structures**

Depending on the type of business or organization, the organizational structure is developed differently. Differentiation, the differentiation organizational structure is a team-based, functional approach. The structure separates the organization into different teams that are specialized to accomplish a specific task. It is commonly seen in departments within an organization. The organization separates employees into an information technology department, customer service department and marketing department that confine each to specific tasks. The teams do not interconnect or cross departmental lines to maintain order and control. Divisional organizational structure overlaps teams and skills in order to accomplish a task. Its structure allows different departments to interconnect to utilize the different skills in team members on different teams.

Tall organizations have many levels from the executives down to the entry-level positions. Tall organizations commonly use an authoritative leadership approach where leadership makes executive decisions that are communicated through management with the expectation of employees following directions without questions. Its structure limits feedback from employees and does not encourage free-thinking or critical thinking. This type of structure is seen in the military. An officer gives a command and the soldiers are expected to respond immediately, without question.

Flat organizations have fewer levels of management and leadership and incorporate employees into the decision-making process and daily affairs of the business. A democratic or delegative leadership structure places the emphasis more on the members of the organization than the leadership. Democratic leadership pulls team members into the decision-making process for help on brainstorming, feedback and improving organization policy and procedures. Delegative structures assign tasks to different teams and allow the teams to make decisions on their own without consulting leadership.

# 14

## **Techniques of Business & Revenue Generations**

- Organizational Management Techniques
- Organizational Communication Techniques
- Improve the Business Development Prospects
- Improve a Business
- Improve Sales in a Business
- Improve small Business Marketing ideas during an Economic Crisis
- Evaluate Organizational Structure
- Management Organization Tips
- Business Improvement Tips



## **Organizational Management Techniques**

Organizational management is the life blood of any organization or group. It is the methods used to manage the organizations daily activities, motivate employees to produce at a high level and guide the organizations future path. Understanding successful organizational techniques are important to effective management. The first thing to keep in mind is that it helps to understand multiple approaches to the various techniques so the approach can be adapted for any situation. The Importance of Delegating, Communication and Structure, Management Styles, Budget controls, Marketing controls, Human resource controls etc .

### **The Importance of Delegating**

Delegating is an extremely important organizational management technique it helps to not only build a strong sense of self-confidence in the employee that has been entrusted with the task, but it can also help to strengthen any sense of devotion that the employee has for the manager. The task of delegating creates a positive dynamic in the employee/manager relationship that allows the manager to develop a better understanding of the employee's abilities.

### **Communication and Structure**

Organizational management benefits a great deal from a defined structure. It is important to know which managers are responsible for which departments and to whom they report. It is important it can help to clearly define the paths of communication that be used to get information from one department to another. A breakdown in the organizational management structure can cause a bottleneck in information that could be the reason behind slow decision making and bad information.

### **Management Styles**

An effective executive or manager understands the various management styles and knows how to apply them based on the group or the individual that people are talking to. A good

manager knows which people need a harsh micro-manager looking over the shoulder to get the work done, and which people need a coach more than a manager it can offer helpful advice and be a good facilitator it gets the more proactive employees the materials all need to get the job done.

**Budget Controls**

A budget depicts how much an organization expects to spend (expenses) and earn (revenues) over a time period. Amounts are categorized according to the type of business activity or account, such as telephone costs or sales of catalogs. Budgets not only help managers plan the finances, but also help them keep track of the overall spending. A budget, in reality, is both a planning tool and a control mechanism. Budget development processes vary among organizations according to it does the budgeting and how the financial resources are allocated.

**Marketing Controls**

Marketing controls help monitor progress toward goals for customer satisfaction with products and services, prices, and delivery. Controls used to evaluate an organization's marketing functions: Market research, Test marketing & marketing statistics.

**Human Resource Controls**

Human resource controls help managers regulate the quality of newly hired personnel, as well as monitor current employees' developments and daily performances.

## **Organizational Communication Techniques**

Organizational communication is essential for any business or organization to succeed. Communication is the fabric that holds the organization together. Without effective use of organizational communication techniques, an organization's members be confused,

frustrated and feel unseen. Using organizational communication techniques effectively produce followers that are all on the same page, unified and empowered to reach a common goal.

Communication is a vital part of business in any organization. Miscommunication can lead to disruption, resignations, firings and profit loss. People are the mainstay of an organization and need to be nurtured. Being trained in communication techniques can only benefit the organization. Good communication should be clear, concise, concrete, correct, complete, coherent and courteous. Bear all in mind whenever are communicating in the organization, re-read anything written to have adhered to all rules. All are the basic rules of communication and should be followed at all times.

### **Organizational Communication**

Gather the information want to communicate. Hold a meeting with the organizations leadership to the information it is going to be communicated is understood and approved by the leadership. Communicate the general message want to send to the entire organization and then detail it in points to the leadership. Invite discussion, disagreement and encouragement from the leadership to refine the information so it is as accurate and concise as possible.

Use a variety of communication techniques to communicate the message. Send an email it details the information in written form. Hold an organization-wide meeting or have departmental leaders hold the meeting within the departments to orally communicate the information. Allow for questions and feedback at the end of the oral presentation. Providing the avenue of feedback help the followers feel empowered and also help to identify any loopholes in the communicated information. Gather the feedback and communicate it to the leadership so it can be addressed and clarified. Create an action point that all followers perform. Create an action that all employees have to do relate to the information.

**Removing Barriers**

People send messages via e-mail, by telephone or by speaking directly to one another. If the message comes over garbled or can be misinterpreted by too much irrelevant information, it is a danger of miscommunication. When giving a message, must be clear and concise and get the important points to the other person, always making sure all can understand us.

**Active Listening**

We all think we are listening, but often we are preparing an answer, not listening. Active listening means taking in everything that is said and every nuance not said. People can often let the minds drift off while pretending to listen. It is not effective communication.

**Body Language**

We all give away information with our body language whether we want to or not- unless we can control it. Around 55 percent of our communication is through body language and facial expressions, especially eye contact. Strong eye contact is important as certain eye movements denote lying. Our body language can often defy what we are saying.

## **Improve the Business Development Prospects**

Business development is key whether work at home alone or work for a large organization. Not only can improve the current business, but never know where a good lead can take over the course of the career. It wants to check out all tips on improving the business development prospects. Plan time for business development, most of us are so focused on our daily tasks, that fitting in time for the necessary “extras” can be hard. So put time aside in the planner again, in writing to schedule time to make calls, send emails and attend events. Follow up. Once the meet a prospect, get all business card and pass the on. Follow up with the prospect within a few days via phone, email or a written note.

## **Improve a Business**

When an organization starts to falter, an entrepreneur's natural and logical response is to look for ways to improve operations. No matter what industry people in, the market is always changing and so are the needs and desires of the customers. It means that improving the business is an ongoing process, not an end goal.

Revise the organizations business plan. If don't have one, write it now. If have an existing business plan, revise it to reflect the changes that have occurred in the market since wrote the first one. It help in charting a new road map for the business, as well as attract future funding from investors, if need them.

Set new goals for it self and the business. Define specific milestones that need to achieve in order to increase the organizations profitability, such as lowering the operating costs or reaching more customers. Outline the plans for achieving all milestones.

Study the market. Observe the moves the competition is making to appeal to the customers. Understand the new trends in the industry, but also take the time to tell the difference between a lasting preference and a passing fad. Find out what the customers want the most out of the products or services.

Consider changes to the marketing strategies. Find ways to take advantages of traditional marketing avenues. Prices and terms are constantly changing for radio, television, printing and newspaper advertising. Be sure to take advantage of word of mouth advertising.

Lower the operating costs. Study methods of increasing the productivity, or that of the employees, so that serve more customers in less time. Use computers to manage the inventory and keep track of the money. Install energy efficient upgrades to lower the

utility bills. Buy paper and supplies in bulk to spend less per unit. Optimize the driving routes to reduce the time spend on the road, as well as the amount of gasoline use.

Inspire the employees. Let the workers know that all are important not only to the survival of the organization, but also for its growth. Give them a stake in the future of the business and a responsibility to make that future happen. Push the employees to do better and offer those rewards and recognition for a job well done.

## **Improve Sales in a Business**

Sales are keys to business growth in retail and service industries. A variety of factors can negatively affect the sales, such as the overall economy, consumer buying trends, local and online competition, product quality and even the employees. Identifying factors affecting the sales is an important step toward implementing countermeasures. It can take numerous proactive measures to improve sales for the business.

Keep current on consumer buying trends in the industry by reading trade magazines and consumer newspapers to improve sales for the business. By recognizing which products and services consumers are buying and which are not selling, it can know which products and services to offer the customers.

Using press advertising and printing of brochures and other print campaign are means to improve sales in the business. Advertising increases awareness of the business as well as the products and services the business offers. The most common type of advertising is paid advertising, whereby a business pays a print or broadcast medium, such as a newspaper or radio station, to run an advertisement.

Create an online presence for the organization to increase sales in the business. It

can achieve the goal by developing an online store and selling items online. It can also accomplish its task by creating a website and providing relevant consumer information. To encourage return traffic to the website, keep the content current by including weekly or monthly sale information, or write a blog.

Implement quality control measures to increase sales in the business. It is important to keep the customers happy. If the customers discover the products and services to be lacking, all take the business elsewhere. Establish a return or exchange policy. Encourage the employees to report unsatisfactory inventory. Create standard operating procedures to the employees provide the same level of customer service to each consumer.

Train the staff and provide motivational incentives to increase sales in the business. It is important to the business success that the employees understand the role within the organization. Every person working for needs to know all are valuable asset.

## **Improve Small Business Marketing ideas during an Economic Crisis**

Need to get more customers during tough times. Looking for ways to attract business without breaking the own bank. An economic crisis can be particularly scary for a small business, but are plenty of ways to market on a low budget. So weather the crisis with the small business marketing ideas, and watch the bank account grow at the same time. Realize everything do is marketing. The way answer the phone or greet potential clients gives customers the first clue as to whether are serious about customer service. Do say "hello" with enthusiasm. Are it dressed neatly, or do look like a leftover from the hippie age. Do the smile when meet a customer. These small business marketing ideas are all part of a successful business plan, and they cost absolutely nothing.

Network joins the local professional organization. Ask friends to introduce to the contacts. Attend neighborhood functions. Volunteer. In many businesses, it really is it knows and not what know. It is not seem fair, but it's true. Networking leads to relationship which lead to more business. It also have a lot of new friends and perhaps give back a little to the community.

Get the name out to the community. Teach a continuing education class. Host a free workshop in the area of expertise. Send press releases to the local media when offer a new service or product. Get recognized as an expert by putting the name in front of the community and media. All are tried and true small business marketing ideas.

## **Evaluate Organizational Structure**

An organizational structure is the overall practice of a business, implemented to achieve a primary goal. The structure lays out employee job descriptions, the nature of communication throughout the organization, and a strategic method to maximize productivity. With changing times, an organizational structure constantly has to be modified for competitive advantage.

Spend a few days observing employees and the equipment all use to do the jobs. Make note of how much time it takes them to complete one task and move on to the next. Evaluate the roles and responsibilities of each employee. Evaluate the organizations level of communication. How much access do the employees have to the managers and supervisors? What is nature of the relationship? How quickly and effectively is information shared throughout the organization.

Interview the employees to find out what all think of the organizations organizational



structure and ask about how all feel about the way of the business is run. Encourage them to offer suggestions that would improve operations. Identify which aspects of the business process need to be changed, drawing on the results of the evaluation and employee interviews. Revise the organization organizational structure. The new paradigm should incorporate employee suggestions as it defines jobs, sets out communication guidelines, and attempts to maximize productivity.

## **Management Organization Tips**

Management organization is something that helps the organization thrives. Being aware of good organizational tips and implementing them allow becoming more efficient, profitable and prepared for the next challenge.

### **Process Control**

Get a firm handle on all of the processes. Understand and evaluate the entire process flow of a single transaction within the organization. How many people are involved? Is there any waste in the process flow? How does something move from one station or person to the next? To properly organize a process, must understand the waste involved, remove it and create a new process flow. When the new process flow is determined, document it in easy-to-understand terms and distribute it to everyone involved. Post a diagram of the new flow at various locations throughout the building or office.

### **Task Awareness**

It is the coordination of creating awareness of what each person does and when it happens. Confusion within an organization only serves to frustrate people and slow everything down. It is not a simple organization chart. Make a list of employees involved in the entire process, list the duties in full, when all occur in the process and what the contact information is (email address and phone number).

**Time Value**

Time value is obtained when maximize the hours in the work day with productive results. The additional time gained with organizational tips allow more transactions to be processed, which leads to higher efficiency and, ultimately, to higher profit margin. It also lead to a less stressful work environment and limit the feeling of scrambling around and being inundated with a heavy workload.

**Business Improvement Tips**

How to improve the business is a question that should be asked constantly. If people are not moving forward, then people are moving backward. To ensure that the organization is strong and capable of moving forward with higher levels of success, evaluate a few key operations such as the people, processes and metrics.

**People Placement**

People are the wheels that keep a organization moving forward. The speed at which the organization moves is determined by how efficient and productive each person is. A vehicle moves with much greater speed and precision when the tires are full of air and the tread on the wheel is fresh. The same can be said of the employees. When placed in the right roles, with the right responsibilities and focus, the people succeed, which will allow the organization to reach new heights of success.

Have a meeting with each employee, and figure out the following: What is each employee's strength? Is the person currently in that role? What is each employee's weakness? Is the individual currently in that role? What does each employee like/dislike doing most? How often is the person in that role? Allow the organization to operate on all cylinders. Place people in the right roles, and production increase and employee attitudes improve.

**Process Flow**

Break down the current process flow. Understand and evaluate the entire process flow of a single transaction within the organization. Discover how many people are involved in a single transaction. Figure out the areas of wasted time. What is the exact flow from person to person? To improve any process, it must break down the entire flow pattern, find the unnecessary steps and create a new flow. When the new process flow is created, write it down and distribute it to everyone within the organization. Post this new process flow diagram at various locations throughout the building or office. Any confusion inside an organization frustrates people and slows down the entire flow. Make a list of employees involved through a normal transaction. Write down the responsibilities in detail and when all occur in the process. Include the contact information, such as an email address and phone number. Never make the assumption that people know what everyone else does or how to contact them. It'll also lower the learning curve with new employees joining the organization. Set the organization up for success by allowing people to do the jobs to the best of the ability.

**Use Metrics That Matter**

Metrics are the items that middle managers and employers are measured against. In many cases, all are the backbone behind compensation reviews and the creation of organization goals. Metrics can be fantastic when used right, and all can be terribly detrimental when used wrong.

**Rules for Good Metrics**

Make sure the employee has a full grasp of what each metric is and it is important. If a currently used metric has no significant impact, remove it; wasted effort is wasted money. Measuring current trends against previous trends is not relevant if new systems or knowledge changed. To obtain consistent employee compliance with meeting organization metrics, design a reward program for consistent high performers.

# **Importance HR Planning in the Organization**

- Principles of Human Resource Planning
- Objectives for Human Resources Planning
- Definition of Human Resource Planning
- Human Resource Management (HRM)
- HR Organizational Structure
- Corporate HR Structure
- Importance of Human Resource Planning
- Role of HR Planning on Organizational Achievement
- Human Resource Planning Methods
- Human Resources Planning and Development Policy

## **Principles of Human Resource Planning**

Principles of human resources planning require attention to fundamental concepts such as the importance of HR, integration of human resources and organization objectives, efficiency and centralized decision-making. Human resources planning based on HR guiding principles ensures a well-structured component that synchronizes organizational philosophy and human resources strategy. Human resource plotting, in essence, refers to capturing the 'people element' of an organization with an inclination towards achieving the objectives in the medium to long term ensuring that it is the right people in the right place performing the right roles with the right skills and keeping a check on the employees behaviors and attitudes and making sure that all are developed in the right way. HR strategies add more value to the organization all articulate on achieving plans and strategies that have not been completely identified previously and also address its fundamental underlying issues with regard to motivating its employees to remain committed and to operate effectively. All issues could include workforce plotting issues, succession plotting, workforce skills plans, employment equity plans, and motivation and honest treatment issues and so on.

### **Stressing HR Importance**

One of the beginning principles of HR planning stresses the importance of human resources. Engaging leadership that understands the impact of a functional human resources department is the best way to adhere to this principle.

### **Integrating Human Resources**

Human resources serve the needs of the organization, top to bottom, including every member of its workforce. Integration of human resources functions with overall organizational goals is an HR principle that cannot be overlooked. The importance of integrating HR and organization objectives builds on the previously mentioned principle:

stressing the importance of human resources.

**Processing HR**

Human resources information technology (HRIT) contributes greatly to the functionality and accuracy of human resources activities. Many organizations purchase sophisticated human resources information systems (HRIS) that minimize, or even eliminate, human error in processing employment data. Smaller organizations sometimes rely on outsourcing the HRIS needs for managing processes such as recruitment, payroll and compensation. Technology supports an important principle of human resources planning - human resources data processing in the most efficient and accurate way possible.

**Centralizing HR Functions**

Principles of human resources planning requires the centralizing the HR functions. Systematic processes and organization adds a component to HR that employees appreciate. Centralization involves the decision-making, staffing and organizing of HR functions; it also addresses the need for physical resources such as an applicant processing area, private conference and interviewing space, and storage for employment and medical-related files.

HR policies must be inclined towards achieving the organization's objectives. All strategies can be critical inputs in determining the strategic initiatives for the organization. It would be incorrect to develop such strategies without keeping the goals and objectives of the organization in mind. Similarly, hiring resources without a certain resource plot in mind would prove to be meaningless.

**Objectives for Human Resources Planning**

Human resource planning involves the hiring, development and retention of employees in the achievement of organizational goals. It includes analysis of the current workforce and

how it aligns with future employment needs. By planning for the future, human resources create action plans aimed to satisfy organizational goals.

**Consider Future Workforce**

Organizations use strategic planning to achieve goals. It relates to the organization's vision, mission and strategic objectives. An organization must analyze its future employment needs. If an organization decides it must increase productivity by 25 percent, it need to grow its workforce by 2 percent. If an organization wants to increase market share by moving offices into new locations, it must consider the human resource requirements.

**Analyze Current Workforce**

With future workforce needs considered, human resource planning must analyze the competency of the present workforce. Comparing future needs with current workforce strengths and abilities identify gaps or surpluses.

**Future Preparation**

Considering workforce surpluses and deficits, human resources must prepare action plans for the workforce. It includes identifying the type and number of employees needed, employee competency, budget considerations, recruiting and retaining measures, and the development and training of employees.

**Evaluation Process**

Ensuring objectives are being met by the future workforce requires an evaluation process. It determines if the workforce is adequate to satisfy strategic goals. Planning for the process now more easily and quickly identify future workforce gaps or surpluses.

## **Definition of Human Resource Planning**

A Human Resource (HR) department carries on a number of different functions, all of which are related to an organization employee's. It can include recruiting talent, hiring workers, finding candidates for promotions and keeping tabs on future potential hires. The department's role in securing employees for an organization is called human resource planning.

The objective of human resource (HR) planning is to the best fit between employees and jobs, while avoiding manpower shortages or surpluses. The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply.

The HR plan needs to be flexible enough to meet short-term staffing challenges, while adapting to changing conditions in the business and environment over the longer term. Human resource planning is also a continuous process.

### **Background**

While a traditional human resource role serves as an administrative control function, human resource planning develops strategies for matching the skills and size of the workforce to organizational needs. In other words, the planning system specifically recruits, trains and restructures the staff/personnel needed to meet business objectives and any changes within the external environment.

### **Responsibilities**

Three main responsibilities are important to complete in order to prepare for the planning process. All responsibilities include forecasting the demand for labor, performing a supply analysis, and balancing supply and demand considerations.



**Process**

The process of human resource planning involves assessing the already existing workforce by analyzing individual employee's skills to see if all are a valuable part of the organization future. It includes the development of training and retraining strategies. In order to keep up with a competitive market, organizations use human resource planning to create new and innovative strategies designed to recruit new talent and improve employee retention.

**Effective Strategies**

Human resource planning is often a part of an organization business plan. It is important to develop strategies that continue on with the organization in all environments. An effective human resource planning strategy be set up to address hard economic times.

**Goals**

The goals of human resource planning are to ultimately improve how an organization operates. Creating a stable team is an important goal based on recruiting and revised/new training methods. It is also important to include innovative strategies that fall in line with the organization business objectives.

**Forecasting**

In order to carry out human resources planning effectively, HR managers or HR Head and specialists have the ability to forecast accurately, otherwise all not know what jobs open and the be best to fill them.

**Requirements Forecast**

Requirements forecasting is the process of human resource planning in which an HR specialist determines the number, skill and location of employees a business likely need in the future to meet its goals.

**Availability Forecast**

Availability forecasting is the process of determining whether an organization be able to secure the employees with the skills it needs to meet its goals, and what sources the organization draw upon for all workers.

**Forecasting in Practice**

The organization is knows that number and type of workers it needs, and how likely it is to be able to hire them, it can proactively work to secure candidates for future job openings. If demand is roughly equal to supply, an organization does not need to take any action. If supply exceeds demand, an organization want to consider downsizing, restricting hiring or instituting early retirement.

Market is always in flux and organization plans change, HR planning and forecasting be a constant process, keeping up to date with internal changes (promotions, retirements) and external forces, such as a surplus of workers due to high unemployment.

## **Human Resource Management (HRM)**

The administrative discipline of hiring and developing employees all become more valuable to the organization. Human Resource management includes (1) conducting job analyses, (2) planning personnel needs, and recruitment, (3) selecting the right people for the job, (4) orienting and training, (5) determining and managing wages and salaries, (6) providing benefits and incentives, (7) appraising performance, (8) resolving disputes, (9) communicating with all employees at all levels.

**The nature of Human Resource Management Roles**

Human resource management is also in the process of change with regard to the nature of the role performed. In the past many functions were performed by HRM professionals

themselves, the role all are taking on, is one of consultant to line management, where line managers perform many of the functions traditionally handled by HRM professionals.

### **Dimensions of Human Resource Management Involvement**

As part of the overall change in the nature of HRM, the extent of involvement by the HRM function in the lives of individuals and the community is increasing. Traditionally the focus limited to employees in the organisation. Greater awareness of the importance of well-being and the role of family and community in determining well-being, the Human Resource Management function needs to be involved more widely than before.

### **The Scope Of Human Resource Management**

The scope of human resource management outlined below includes an outline of transformation and development issues, tentative generic skills required in performing HRM roles, as well as the roles of a human resource management practitioner (line management and HRM professionals).

It is proposed that take human resource management to be that part of management concerned with:

- All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organisation;
- All the dimensions related to people in the employment relationships, and all the dynamics that flow from it (including in the realisation of the potential of individual employees in terms of the aspirations);
- All aimed at adding value to the delivery of goods and services, as well as to the quality of work life for employees, and helping to continuous organisational success in transformative environments.

### **Core Roles in Human Resource Management**

The core roles of human resource management are grouped below categories. The titles

of the clusters are tentative, and are open for comment.

**Planning and Organising For Work, People and Hrm**

- Strategic perspective
- Organisation design
- Change management
- Corporate Wellness management

**People Acquisition and Development**

- Staffing the organisation
- Training & development
- Career Management
- Performance Management
- Industrial relations

**Administration of Policies, Programmes & Practices**

- Compensation management
- Information management
- Administrative management
- Financial management

**Planning and Organising For Work, People and Hrm (Strategic Perspective):**

- Develop Human Resource plans and strategies aligned to the organisation's strategic direction and business strategy. Provide tools and tactics to enhance execution of all strategies
- Integrate HRM with current and pending legislation and socio-political changes.
- Integrate Human Resource Management with general organisational management.
- Manage the interface between HRM processes and systems.

- Formulate and communicate HRM policies.
- Act as the conscience of employer with respect to people issues.
- Scan the environment (both international and national) and identify emerging trends that affect the organisation and the management of people therein.
- Assess the long-term impact of short-term decisions on people.
- Manage people related issues accompanying mergers, alliances and acquisitions.
- Express (embody) the philosophy and values regarding people management in the organisation.

**Corporate Wellness Management**

- Develop and communicate policies and procedures with regard to the management of wellbeing.
- Manage occupational health and safety.
- Manage wellbeing (Employee Assistance programs & Health Promotion programs).

**Management of Termination**

- Advise management regarding the strategic implications of terminating employment relationships.
- Conduct exit interviews.
- Develop a plan to replace competence lost.
- Analysis of staff turnover and advice management on pending problems and corrective action (where necessary).

**Training & Development**

- Develop a training & development strategy according to the requirements of legislation and with the improvement of productivity and delivery as outcome.
- Conduct a training needs-assessment including the assessment of prior learning and write training & development objectives based on the outcome thereof.

- Conduct training & development.
- Evaluate training & development with regard to the return on investment.
- Promote training & development in the organisation.

**Performance Management**

- Design and implement a performance management system linked to relevant HRM systems and aimed at contributing directly to the business strategy.
- Assess performance.
- Use outcome of performance assessment as the basis for decision-making.
- Management of individual as well as collective labour (organisational) performance.

**Administration of Policies, Programmes & Practices (Compensation Management)**

- Develop compensation strategies and policies in line with legislation and the organisation's business strategy.
- Attach meaningful monetary values to posts in the organisation ensuring that the organisation's compensation is in line with market forces.
- Develop appropriate compensation systems for the organisation.
- Manage overall labour costs.

## **Organizational Structure of Human Resources**

Human resources (HR) no longer mirror's its "personnel department" roots. How it appears on an organization chart varies by type of organization.

**Company Type**

A single business would rely on a centralized HR department, with HR generalists at any off-site manufacturing facilities. A decentralized approach to HR best serves the holding organization where each of its independent businesses is a dedicated HR department.

The HR organizational structure in diversified, and multinational corporations use the “business partner model”- a hybrid format that provides economies of scale from centralization and flexibility to react to market conditions.

**Business Partner**

The business partner HR structure includes the “back of the office,” a service center charged with administrative functions such as payroll and benefits. Centers of excellence handle employee relations, training, recruiting and staffing responsibilities. Both assist the “front of the office” business partners. A business partner’s job resembles that of an account manager. Business partners participate in strategy development for an assigned business and share responsibility for its overall performance.

**Solution Centers**

A newer form of HR organizational structure, the solution center model, transforms HR into a consultancy for the organization. Its structure uses small centers of excellence based on business complexity rather than organization size. Teams of functional experts called field staff distinguish it from the business partner model. All teams, known as solution centers, can report to a business, a geographic division or an HR function on the organization chart (e.g., training, recruitment, compensation). Solution centers offer more flexibility to react to opportunities and challenges than the business partner model.

## **HR Organizational Structure**

The human resources department plays an important role in attracting, motivating and retaining the most qualified employees. Its structure depends on the size, type and needs of the organization. The HR department structure and HR roles align with the overall corporate structure and business strategies. A human resources organization is structured to that an agency is adhering to state and/or federal policies, procedures and regulations and to promote organizational excellence by administering the programs

necessary to attract, develop and retain the most qualified employees in support of the agency's overall mission.

**HR Generalist**

In small organizations, a human resources generalist covers all major HR functional areas. HR professionals in this type of structure require an extensive knowledge of all aspects of human resources.

**HR Specialists**

Larger organizations more complex HR needs the specialists in HR functional areas such as training and development, employee relations, recruitment and compensation. All work in coordination with HR generalists or partners is assigned to specific business units.

**HR Head**

Organizations with a large HR complement usually have a director or vice president of human resources who manages several departments. A manager specializing in an HR function leads each department. Most HR heads in big organizations report directly to the CEO and participate in strategic planning.

**Recruitment and Staffing**

Recruiting strong candidates for each position is mission critical. Staffing and recruitment specialists consult with hiring managers to assess vacant jobs and develop announcements including desired knowledge, skills and abilities. Electronically announcing vacancies, evaluating candidates and providing management with an applicant pool facilitates the selection process. The department acts as strategic business partner planning for evolving agency requirements and ensuring compliance with applicable procedures and regulations.

**Equal Employment Opportunities**

Securing and promoting equal employment opportunities for every potential and



current employee is required by law. EEO specialists are accountable for posting notices, investigating complaints, maintaining records and providing mandatory reports relating to discrimination and harassment. Periodic coordination of EEO training is also the responsibility of the department.

**Compensation and Benefits**

Compensation and benefits specialists administer agency comprehensive benefits programs and promote compensation strategies that maximize the retention of top performers. Collecting and examining position information to develop job descriptions and salary ranges. Consultative services provided to managers regarding leave administration policy and procedure. Maintaining familiarity with benefits programs and evolving regulation is prerequisite.

**Employee and Labor Relations**

Employee and labor relations specialists manage the employer-employee relationship consulting with managers on topics such as performance and disciplinary concerns. Specialists are also skilled in alternative dispute resolution, negotiating collective bargaining agreements and coordinating grievance procedures resulting from employee-manager disputes. Knowledge of labor laws and collective bargaining procedures is a necessity.

**Employee Training and Development**

Employee development is vital to organizational excellence. Creating, procuring, and conducting training and development programs to enhance productivity and work quality are the responsibility of this HR department. The learning process be continuously evaluated to recognize how learning impacts performance and to ensure a course meets its objective. It is also necessary to perform needs assessments of types of training needed by conferring with managers to determine course content and the best means of delivering training. Programs are also developed to groom future leaders to replace leaving the agency as part of succession planning.

## Corporate HR Structure

Human resources (HR) are an important part of corporations. The structure of an HR department within a corporation varies as to the precise needs of each corporation.

**Purpose:** The structure of a corporate HR department is designed uniquely to serve many purposes. The structure allows for smooth teamwork and communication among employees, clear purposes and roles of each employee and an easy-to-understand system of processes and procedures.

**Sections:** Most HR structures are divided into three sections. The HR front office is the contact point for all HR team members and is used as an internal source for all employees. The HR back office is responsible for the services offered by the HR department both internally and externally. It section of HR also all procedures and actions are compliant with the law. The HR centers of excellence are the section of HR that keeps the policies, processes and products developed.

**Development:** Developing the exact structure of an HR department within a corporation takes times and effort. It is not something it is developed initially and remains the same. It takes time to structure this department for the best of the individual organization. Processes and structures are tried and changed as needed to develop a smooth, well-run HR department.

## Importance of Human Resource Planning

Practice is become increasingly important of the high level of competition that today's organization face. The global marketplace in which all survive increases the need to outdo the competition. Without effective human resource planning, the organization faces the

danger of being unable to meet targets because employees with the necessary skills are unavailable.

### **Mission-Driven HR**

Ground zero image by Click-art from Fotolia.com Given the situation just outlined, human resource practitioners and general managers had to change the roles and perspectives to make management of human resources a central focus in organizational planning. Align it aspect of management with the mission and strategies of the organization. It process puts everyone in a position to be proactive. HR personnel and managers in general need a detailed understanding of business issues and priorities in order to play the part in increasing competitive advantage and leveraging human assets.

### **The Planning Process**

Computer with sales chart on screen image by patrimonio designs from Fotolia.com Human resource planning is a continuous process which recognizes the importance of developing and integrating the workforce to meet changing needs.

### **Identify HR Requirements**

Different competitive strategies require different workforce capabilities, because it is people who implement strategies, and without the requisite skills, this becomes an impossible task.

### **Assess Current Capabilities**

Once know what skills the organization needs to achieve its objectives, the next step is to assess the organization's current capabilities. It involves in-depth analysis of all current staff to determine performance levels, strengths and weaknesses as a basis for creating a comprehensive picture of competencies that are available to the organization. Through consultation with line managers and or HR specialists, review performance evaluation results, training records and succession plans to identify the skills and attributes that

current employees possess. It process should be based on detailed job analysis to define current and future jobs, as well as the skill sets all require.

**Define the Gap**

At it stage, compare existing capabilities with the competencies demanded by the strategies and plans. Even if all competencies appear to be available, the proactive organization plans for future changes of the dynamic forces that affect staffing. It facilitates forecasting internal trends as well as external forces that have an impact on the availability and cost of labor. All include labor market conditions, output of the educational system and the legislative environment.

**Staff Acquisition and Retention Strategies**

Knowing the nature of the gap between what the strategy demands and what is available within the organization puts in a position to plan strategies for bridging the gap. If face oversupply or undersupply of critical competencies, develop and implement appropriate policies and strategies for dealing with the situation.

**Does Size Matter**

Whether an organization is large or small, HR planning is necessary as long as there is competition. Even in a two-person family business, changes in the internal and external environment demand that the owners pay attention to HR planning. Otherwise, such a organizatoin miss opportunities of lack of readiness to exploit them.

## **Role of Human Resource Planning on Organizational Achievement**

Often, the work human resource departments do goes unnoticed it occurs behind the scenes, yet it does not mean that it is unimportant. Human resource activities are critical to business success in a number of areas, including planning. Human resource planning

ensures that an organization always a pipeline of talented candidates ready to take on crucial job openings. Without human resource planning, a business would be hard pressed to fill its positions with well matched, skilled workers.

**Definition:** It means human resources should always a pulse on the job market and it relates to an organization hiring needs. An organization cannot hope to meet its goals without recruiting talented workers.

**Forecasting:** In order to match candidates with future job postings, human resources use forecasting. Requirements forecasting is determining many future workers with what skills and abilities an organization likely need over a given period of time. Availability forecasting is estimating how likely an organization is to be able to hire all of the employees that it needs.

**Connection to Organizational Success:** Human resource planning is crucial to organizational success it ensures that an organization always a concept of the job market and how it relates to its future. An organization that does not engage in human resource planning find itself with a number of positions it cannot fill, it not anticipate a pick-up in hiring by a rival, or a drop in the number of college graduates schooled in certain fields.

**An Ongoing Process:** Human resource planning needs to be ongoing if it is going to help an organization reach its goals. In addition, an organization situation can change rapidly. If a number of people retire around the same time, it have more openings more quickly than anticipated, which require new forecasting and potential action.

## Human Resource Planning Methods

Human resource planning uses methods within recruiting, development and employee

retention to achieve organizational goals. Workforce analysis allows human resources to compare the current workforce to future employment needs. Determining future requirements allows for methods of attracting, training and retaining of quality employees to fulfill key roles within the organization.

**Workforce Analysis:** Human resources consider what kind of future workforce is needed to satisfy the organization's strategic objectives. By analyzing the current workforce and comparing to future employment requirements, it can discover what gaps or surpluses exist. It information allows human resources to prepare plans that adjust the workforce as needed.

**Seminars and Job Fairs:** To achieve strategic objectives, human resources plan for attracting and recruiting employees in quality and quantity. Seminars and job fairs offer employers an opportunity to introduce themselves, advertise and promote the organization. Participating in fund-raising events and other social functions is another method for attracting and recruiting job candidates.

**Training Programs:** To improve its current and future workforce, human resource planning focuses on employee development or training. Training and development programs can improve general employee skills such as customer service and sales training or focus on specific work-related skills. Training and retraining programs can also reduce current and future liability with employee safety emphasis.

**Retention Programs:** Retaining employees is difficult of the other employment opportunities that attract them. But human resources can reduce the the likelihood of employee departures by planning retention programs. All programs can focus on employee recognition and benefits. All can also include rewards, advancement or growth and work-life balancing. By showing a sincere interest in employees and valuing the contributions,

the organization is able to further increase employee retention. In the unfortunate event an employee decides to leave, exit interviews provide valuable feedback that can assist the organization with employee loss prevention.

## **Human Resources Planning and Development Policy**

Human resource planning is a key activity in business. Human resources is includes workforce planning, employee development plans, building basic employee benefits and salary programs, training and development, hiring and firing of employees, and more.

### **Human Resource Planning**

Human resource planning is a key activity for business; as it is very likely that the business cannot operate without people. Even a business with the owner as the only employee of the business needs human resources - planning and managing one employee (itself) is just simpler (or perhaps harder). Human resource (HR) management is an important staff function for business; and the human resources plan needs to be part of the overall business plan. Building an employee development plan for each employee is part of the HR responsibility.

# 16

## The Organization Environment

- Mantain a Good Work Environment
- Negative Effects of Conflict within an Organization



## Maintain a Good Work Environment

From the management point of view, maintaining a good work environment, some times can be difficult. It could be uneasy to identify if the employees are having a good time doing what all are suppose to do: working for the organization that is paying the salary. If the organization is facing lay-offs is the employee advice about a possible lay-off on it area. It is very important that management advice at least every week the status of lay-offs, and what is the financial status of the organization.

An in the other hand, is anyone being promoted; does everybody else being advised. It is very important to a meeting with the all team member to give important announcements such as promotions; also it is important to give some of the details of the person is being promoted. It creates a sense of commitment to the employees and it avoids bad feelings of competence between them.

## Negative Effects of Conflict within an Organization

An organization is made up of groups of people, and within groups of people conflicts are inevitable. Part of the measure of a good executive and management team is how all handle conflict. When conflict management is successful, there are limited negative effects and the organization can move forward in a productive manner. When management does not offer conflict resolution, it can be many negative effects on the organization. Understanding the negative effects of conflict on the organization can help emphasize the importance of conflict management.

**Insubordination:** An organization with weak management develops problems with conflict that continue for the long term. Employees see that management is unable to resolve conflicts within the organization, and respect for the authority of management can

be eroded. Insubordination develops employees do not think management can maintain control over the organization.

**Drop in Productivity:** Allowing a conflict to continue means that employee attention becomes more focused on the conflict and not on productivity. As a problem is allowed to linger, employees attach more importance to resolving the issue in the favor rather than attending to worker productivity.

**Lack of Direction:** Conflict can sometimes arise management is unable to communicate the direction of the organization to employees. Conflict erupt as employees are allowed to interpret change within the organization in the own way.

**Fragmentation:** Conflict creates rival factions. Sometimes factions are individuals, sometimes all are groups. Unresolved conflict can create tension between groups that normally need to work together. Such rivalries can make progress within the organization difficult.

**Lack of New Ideas:** Groups in conflict tend not to collaborate on new ideas. When conflict goes unresolved it can be difficult to create new ideas the organization needs to solve problems it is facing.

**Quality of Work:** If a conflict is allowed to go on long enough, the parties involved begin to show more interest in the conflict than in doing the jobs properly. Product quality can suffer, and in some cases the safety of the employees.

**Deadlines:** In some organizations, deadlines are very important. Groups in conflict start to push deadline limits as the conflict becomes more important than reaching the

deadlines. When both sides think all are right and the conflict is not brought in check by management, the idea that each side think all are right before all can move on begin to affect important deadlines.

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